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PREDICTORS OF CORPORATE FUNDING  
FOR ENVIRONMENTAL AND  
RECREATIONAL PROGRAMS

by

Joel H. Staub

A thesis submitted in partial fulfillment  
of the requirements for the degree

of

MASTER OF SCIENCE

in

Recreation Resource Management

Approved:

UTAH STATE UNIVERSITY  
Logan, Utah

1983

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## ABSTRACT

Predictors of Corporate Funding  
for Environmental and  
Recreational Programs

by

Joel H. Staub, Master of Science

Utah State University, 1983

Major Professor: Dr. Kenton B. Downing  
Department: Forest Resources

The purpose of this research was to develop and test a group of predictors that could be used by fundraisers to determine potential corporate support for environmental and recreational programs. Local surveys were conducted to determine environmental and recreational needs for Cache Valley and twenty interviews were held with local corporate managers. The information gathered in these interviews and the literature review provided a list of approximately 20 variables which were narrowed down to 10 to predict both the potential for giving and the level of giving.

A proposal for a youth training project was developed and local Forest Service personnel agreed to administer and supervise the program. The proposal was sent to the twenty corporations previously interviewed. Before asking them for

a commitment, each corporation was rated on their potential for giving and level of giving. Results were analyzed using the Chi Square and Pearson coefficient and validated the hypothesis.

(122 pages)



CHAPTER I  
INTRODUCTION

In the past, the federal government has provided states and municipalities with considerable funds for environmental and recreational programs. The present administration has made dramatic cuts in this funding. Many good, as well as some unproductive programs, will cease to exist if alternate sources of funding are not found. My thesis will assess the strategies necessary to obtain support from corporate contributions so that state and local governments will have an alternate source of funding to continue viable programs. By creating a group of predictors I can help local agencies and governments use their time effectively and efficiently when seeking corporate funding. Key factors determine a corporation's potential to give as well as the likely amount of a contribution. By the use of predictors, an agency will be able to predetermine which corporations to solicit and thus conserve energy and time. Although my study focuses on a Forest Service youth training program, I believe this research can be extended and broadened to most areas of corporate philanthropy.

Man has always aided his fellows. The industrial revolution of the 19th century created the modern corporate structure which added a new dimension to philanthropic endeavors. The Rockefellers, Carnegies and Mellons were the

fathers of corporate philanthropy. They established foundations for charitable purposes which continue to contribute millions each year to support their specific programs.

The first contribution agencies, such as the Red Cross and community chests, were established in response to the sufferings caused by World War I. Shortly after the war, during the economic heyday of the twenties, corporations used corporate giving as a means to improve their public image which had been tarnished by trust busting publicity. The economic hardships suffered by many corporations during the depression led to drastic cuts in corporate gifts and, for the next three decades, America's corporations took a back seat, permitting the federal government to legislate and then implement hundreds of social programs.

Again, in the sixties, major value changes and social disruption were sparks which fueled a renewed and ambitious philanthropic effort. President Johnson encouraged corporate urban revitalization plans and other social programs. These programs never achieved all of their lofty goals because when Nixon replaced Johnson in the White House, he provided little support to these corporate efforts. As a result of this change in political climate, combined with a weakening economy, many corporations reduced or abandoned their philanthropic efforts.

After vacillating in the seventies, many corporations have entered the present decade with a new, more stable approach to corporate philanthropy. Federal program cuts along with President Reagan's appeal to corporations to accept responsibility for social problems, have resulted in increased corporate solicitation by nonprofits, as well as greater corporate awareness of the need to make their gifts as effective as possible. Many corporate giving officers have found it necessary to become extremely selective in their program support and have developed specific application guidelines, limiting their giving to precisely defined programs. A fundraiser, therefore, must be a professional, who, in addition to a viable cause, must have the tools and the sophisticated strategy necessary to successfully solicit a corporate gift.

The literature suggests various corporate fundraising strategies. These range from general guidelines (Lord 1981; Boyd 1982) to specific, step by step approaches (Dermer and Wertheimer 1982; Murphy 1982). Conflicting opinions also emerge. Hillman (1980) declares that virtually all donations are made in the self interest of the corporation, while Lord (1981) suggests that by skillful marketing of its project, a nonprofit can elicit a corporate contribution. Undoubtedly, both approaches merit consideration and the successful fundraiser must utilize the literature to create a personal strategy that will enable him to predetermine

which corporations offer the best contribution potential. If specific predictors can be developed for a project/agency, then the funding search can be streamlined, conserving time and resources for other applications.

Having reviewed the guidelines and strategies suggested by the literature, I developed a systematic approach to determine positive predictors of corporate support. The needs of the community (Cache Valley) were assessed and analyzed. A project which would both meet these needs and the criteria for implementation was developed. The executives of twenty corporations located in Cache Valley were interviewed and their responses provided me with a data base from which to make my predictions. A proposal for the revitalization of the Forest Service administered Youth Conservation Corps was written and mailed to the same twenty corporate executives. Before receiving any replies I rated and made a prediction for each corporation in two ways: the likelihood of giving and the probable size of a potential gift. Follow-up phone calls were made asking for a contribution or for an interview if the executive so desired.

Responses for the 20 corporations were compared to the predicted data. Using the Chi Square and the Pearson correlation coefficient the relationships of significance and strength were determined for the variables. At least,

qualitatively, the two sets of variables were instrumental in determining a good prediction.

This research is in its infancy stage. Development will be based on its "fit" in more extensive and detailed studies. This research required an operative framework and a viable project. Flexibility and adaptation to varying environments will be key ingredients for future expansion and development of this work.

CHAPTER II  
LITERATURE REVIEW

Historical Perspectives on Corporate Giving

The industrial revolution of the 19th century led to the creation of large corporate organizations which provide a majority of needs and services to our society. The twentieth century has seen the maturation of these corporate giants and the emergence and growth of the concept of corporate social responsibility. If the trend of the present administration continues, we will see further growth in this direction, involving partnerships between industry and government and corporations and the nonprofit community. It has not always been thus:

Historically our country had been quite clear that corporations and charity should remain at arm's length. ... American law and public opinion ... was in agreement with the established English precedent that charity had no place on the corporate board of directors. It wasn't until well after the turn of the century that a number of factors came together to challenge this notion. (Shakely 1977: 36-37)

In this thesis I will use the phrases "corporate philanthropy" and "corporate social responsibility" interchangeably. Webster defines philanthropy as "a desire to help mankind as indicated by acts of charity; love of mankind; by service, act and gift" (Webster's New World Dictionary 1972). I will refer to organizations, agencies

and nonprofits as those groups who are the solicitors; corporations are the entities being solicited.

### Early Corporate Philanthropy

Corporations have gone through many changes in the past 80 years. In this flux "corporate social responsibility is directly related to pressures from its internal and external environments" (Stoner 1982:73). The Rockefellers, the Carnegies, the Mellons created the twentieth century corporate giants. They grew with little external control or pressure. The leaders had no prior commitments to stockholders, governments or their own employees. They personally enjoyed great wealth and since their tax burden was extremely light, they had more dollars than they could ever spend and they became philanthropists. The contrast of a young boy working long hours in a sweat shop and John D. Rockefeller attired in top hat, standing on a New York City street corner passing out some of the 30,000 dimes he gave away as a public relations gesture, points out the ambiguities of early corporate responsibility. Even with these odd idiosyncracies, these early corporate leaders, free from governmental interference, established some of the wealthiest and most generous foundations in the world today.

Early contribution agencies. World War I with its national fervor and high profits was a major stimulus to corporate philanthropy.

The Red Cross, uncertain of legal authority that might allow corporations to give, but certain of the

moral authority, came up with an ingenious idea called the Red Cross Dividend ... which called for the corporation to contribute to the Red Cross an amount equal to a dividend paid an actual stockholder. (Shakely 1977:37)

Corporations responded positively to the Red Cross' plea and deducted from their taxes the amounts given. The courts made no attempt to challenge this innovative deduction. World War I not only stimulated giving but established collection methods through War Chests. At the end of the war they became Community Chests and eventually evolved into the present day United Way.

Improvement of tarnished corporate image. During the twenties, the giant corporations were seen as evil influences upon society. This negative image, coupled with the government's trust busting, helped to create external pressure on the large corporations. To rectify their unpopular image many corporations continued and increased their contributions throughout the 1920s and into the 1930s. New community chests and united appeals sprang up to create an outlet for these dollars.

In 1935 the federal government, struggling to put the depressed country back on its feet, encouraged financial assistance from all sources, including corporations. They amended the internal revenue code, finally making corporate charitable gifts a legal deduction.

The internal revenue code was amended to permit contributions to be deducted from federal corporate taxes up to an amount which does not exceed 5 percentum of the taxpayer's net income. ... That 5 percent deduction ceiling has never been changed. ... A



provision was added in 1964 to allow a corporation to deduct donations made in one year over a five year period. ... Nobody seems to know why 5 percent was chosen in the first place. (Shakely 1977:38)

### Federal Government as Social Problem Solver

The great depression set the stage for a change in corporate responsibility which lasted three decades. Although the federal government had amended the internal revenue code, encouraging corporate gifts, internally the corporations did not have the money available for philanthropy due to the depression and the tax laws passed in the twenties which substantially increased the corporate tax on profits. Externally the federal government became the dominant social force, assuming responsibility for resolving social problems. Corporations accepted the new federal role and espoused Milton Friedman's belief that "business should produce goods and services efficiently and leave the solution of social problems to government agencies and concerned individuals" (Stoner 1982:73).

A. P. Smith case. In 1953 a landmark court case interpreted the law in such a way that the scope of corporate giving was considerably enlarged. Many claim that 1953, the year of the A.P. Smith case, is the year which heralded the beginning of corporate social responsibility. Prior to this time corporations were allowed to make contributions to charity but the gifts were supposed to provide a direct benefit to the company or its employees. A.P. Smith Manufacturing made a \$1500 gift to Princeton

which provided no direct benefit to the corporation or its employees. The court ruled that if the gift was for the betterment of social and economic conditions, corporations could discharge their obligations to society while reaping the benefits which essentially accrue to them through public recognition of their existence (Shakely 1977). However, the much publicized court case had little impact on the level of corporate giving. In 1953 corporations contributed 495 million dollars and this level did not show any substantial increase until the 1960s. The government continued to play the dominant role in providing social programs.

#### Modern Corporate Social Responsibility

The next important era, which I have labeled the dawning of present day corporate social responsibility, erupted with riots in Watts, Detroit and Newark in the late 1960s. Many corporations including manufacturers, insurance companies and banks with facilities and holdings in urban areas, experienced an immediate economic impact. Other corporations, newly located outside of the cities, were criticized by a public looking for scapegoats. President Johnson, at the same time, needed corporations to act as partners with him in his War on Poverty. Johnson used the Urban Investment Program (UIP) as his vehicle to solve urban problems. Shakely describes UIP

as the most ambitious philanthropic effort ever undertaken by corporations then or now. ... The scope

of the program, even on a national scale, was massive: 161 life insurance companies representing 90 percent of the assets of the entire insurance industry pledged 2 billion dollars, half in 1967 and half in 1969, to pump investment capital into the inner cities. ... After providing 100,000 housing units, 60 day care centers, 40 nursing homes and two industrial parks, nobody can honestly say if the program succeeded or failed. (Shakely 1977:40-41)

Jules Cohn in 1971 reflected and analyzed big business' efforts and success in dealing with the urban programs:

After four years it is clear that conscience alone will not be enough to sustain corporate efforts to relieve the problems of the cities. ... Many businessmen freely acknowledge dissatisfaction with their accomplishments. ... Many announced that they have cut back their funding of programs and are having second thoughts about the nature of the role they should play in community service. ... Declining profits caused by the economic recession of 1970-71 have imposed heavy constraints on all corporate urban affairs activities. ... Most businessmen claim that they desire to purge themselves of a sense of guilt and responsibility. ... Other businessmen wanted to placate the many forces in government and community groups that were pressing for action. (Cohn 1971:1-8)

In 1969 at the peak of the UIP programs, an all time high of corporate giving at 1.26% was recorded. However, in the early 1970s a different political climate emerged which affected previous corporate philanthropic endeavors. Nixon replaced Johnson in the White House. "Nixon and his administration took Johnson's UIP commitment and tabled it. Strong personal direction of a chief executive is essential to massive corporate philanthropic activities" (Shakely 1977:41-42). Other forces were also at work. The riots had settled down and the economy had weakened. The American public shifted its attention to other problems.

Public awareness. The public became increasingly aware that the environment was polluted and corporations were to blame. Federal legislation followed the public cry to stop pollution and cleanup our air and water. Corporations diverted many, previously earmarked, philanthropic dollars toward this campaign. Total corporate contributions gradually increased during the 1970s as corporate net incomes increased, but the percentage of gifts remained constant at the one percent level.

Opposing views dominate the seventies. Opposing views of corporate responsibility dominated this past decade. Neil Chamberlain in his classic work The Limits of Corporate Social Responsibility asked the question "What can large corporations do about the social problems of our times?" His answer is:

They can do remarkably little ... they cannot end the clash of races over jobs, housing and educational opportunities; they cannot restore our cities and rehabilitate our transportation networks; they cannot reverse environmental deterioration. ... We cannot rely on big business for social reform because we must recognize that every business is in effect trapped in the business system it helped to create. ... The corporate system is not a hierarchically structured and unified whole that can collectively transform itself into a different kind of efficient, productive network capable of reengineering society to more utopian specifications. ... In exercising social responsibility the individual corporation must recognize two constraints. First, it must show a profit that compares favorably with profit positions of other major corporations. ... Second, it must maintain size that permits it to continue those facilitating activities--advertising, research, personnel policies, public relations. ... In lieu of these restraints and obligation of resources to above mentioned commandments, corporate actions scarcely touch, either

substantively or quantitatively, the social needs of our times. (Chamberlain 1973:3-11)

Frank Koch has condensed much of the late John D. Rockefeller II's work into a book called The New Corporate Philanthropy. With a more positive outlook for corporate philanthropy Koch quotes Rockefeller:

My perception is that more and more business leaders realize that times are changing and that they must begin to carefully reconsider their proper role and responsibilities in the new situation. Yet despite the growing dialogue on corporate responsibility my observation is that as yet few business leaders have reached clear conclusions and even fewer have taken decisive action. (Koch 1979:38-40)

The eighties: Time for change. I believe that Rockefeller was right in his assumption that times are changing for corporate responsibility. In the past, external forces such as excessive trust dollars, war, depression, urban crises, presidential support and alternate programs directed corporate giving.

Two years into the 1980s the normally low key, genteel discussions of the 1970s about the purpose, level, extent and measurement of corporate contributions have turned into urgent, high-spirited debates. ... Deep cuts in federal spending on social programs were announced for fiscal 1982. ... Many social programs have been returned to state jurisdiction. ... In December of 1981 President Reagan created a Task Force on Private Sector Initiatives for the purpose of encouraging private sector activity in the social arena. (The Conference Board Inc. 1982:1-6)

External factors have once again created a new atmosphere of corporate social responsibility for the next decade or two.

Future direction

I recently interviewed 24 responsible corporate executives located in Connecticut. I asked them how these new federal policies would affect their corporate gift giving practices. Their ideas follow:

Federal cuts. First of all, the Reagan administration has made drastic cuts in some programs that corporations feel are very important. Education, inner city revitalization and youth employment are a few of the programs that corporations "cannot let fall." Many of the executives interviewed felt that these cuts were good because corporations can administer the programs "more efficiently and with a lot less fat than the federal agencies". It means that corporations also have to be "more selective" and develop "better corporate giving strategies" because their dollars can never hope to match the 40 billion or so that the federal government has cut. In opposition to Chamberlain's thesis, corporations feel that they "can do a great deal."

Reduced corporate growth rate. The second situation that the corporate executives forecast for the following decade was a slow downturn in the growth of U.S. corporations. At present a sluggish economy adds to the problem. Corporations must "learn to be better competitors." Internally their managerial and technical personnel must be the best. They must attract and keep these employees. "Enlightened self-interest" through

philanthropy is the best method. Dollars invested in education will insure a "pool of skilled employees." Dollars for the community which house the corporate facilities and its employees will assure a "good quality of life." Dollars into community health care will "improve employee maintenance." Dollars into municipal, recreational, environmental and cultural centers will assure "permanent employees."

Partnerships. The third area of concern voiced by the executives was the mounting pressure being exerted on them by the federal government to form alliances with the non profit sector. President Reagan has encouraged corporate involvement in his speeches and by establishing a commission on Private Sector Initiatives. New keywords such as "partnership," "two to five" (new percentage of profit guidelines), "private sector initiatives," are bombarding the corporate contributions' officers. "In defense we will become more professional, knowledgeable, selective, and even scientific in our philanthropic roles."

In past decades "a fundraiser," a nonprofit, had a need, a pretty good story, a contact and, if the corporation had money in its coffers, the solicitor made a hit. In the 1980s, increased competition for limited corporate dollars has changed this scenario. A fundraiser must have a viable cause, sophisticated tools, and a well defined strategy before approaching corporations for support.

## Fundraising Approaches

### General Fundraising Rules

Fundraisers have always grappled with the problem of attempting to predetermine which sources of funding are most likely to support their particular project. With that kind of information they can make more efficient use of their resources when seeking contributions. The literature I have reviewed includes the most current published material concerning fundraising techniques and strategies. Conflicting viewpoints are evident in the literature. This is to be expected in light of the fact that fundraising has traditionally been approached in a social context rather than a scientific one. The fundraiser tried to get contributions to solve his agency's needs, showing little concern for possible benefits to the corporation; he courted those prospects whom he intuitively believed might be most easily persuaded to give. The problem I am addressing in this thesis is the development of a method to make such approaches in a more scientific manner.

Tom Boyd is a consultant/trainer with the Grantsmanship Center as well as a fundraising consultant to Outward Bound. He has been Vice President for Corporate Social Responsibility at Chemical Bank in New York.

Too many philanthropic preachers have climbed into the pulpit recently with the ready appeal of a technofix approach toward fundraising and grantsmanship. There is no guaranteed formula, no mechanistic razzle dazzle to apply to corporate giving.



... It is a human and idiosyncratic business. ... However, there are some very general rules that fund raisers should be aware of. ... You shouldn't approach corporations purely on the basis of your case. ... Think about what's on the mind of a potential funder, what the corporation wants, needs, seeks and what value a gift to you might have to the giver. ... Be real ... don't try to convince the giving officer of a major corporation that a \$2500 award will guarantee them favorable coverage on "60 Minutes" or some other high-visibility benefit. ... Do your research please. The things that might appeal to a major national corporation might not appeal to a small local manufacturer. ... Think of the company as more than just a charitable checkbook. ... It is a buyer, a seller, an employer, a borrower, a neighbor and a taxpayer. ... Good corporate solicitation is based on an understanding and an appreciation of the differences between potential donors. (Boyd 1982:9(3)56-63)

As Boyd points out, strict adherence to these rules will not guarantee a corporate gift, but knowing the rules will simplify corporate solicitation and increase the chances that your efforts will meet with success.

The quotation from Boyd gives a general and broad overview of corporate giving. The next series of readings will deal more with specifics.

#### Keys to the Corporate Treasury

Howard Hillman's book The Art of Winning Corporate Giants is considered by many as the most current bible for corporate grantmanship.

The first and foremost law of corporate giving is that virtually all donations are made in the self interest of the corporation and or its decision makers. ... To approach a corporation on the assumption that it will fund you simply because you have a good cause is naive. (Hillman 1980:3-5)

Hillman offers ten keys to the corporate treasury. These keys are based on knowing the answers to the following

questions about each corporation before approaching them for support.

Why the corporation gives. Tax write-off, positive public image, to influence opinion makers, stockholder's goodwill, build community relations, to return a favor, to keep up with the Jones' corporation, to perpetuate the past, to support employee services, for employee education, to entice prospective employees, to insure against future loss (riots), to associate with quality, to satisfy executive's desires, to give from the heart (Hillman 1980).

What kinds of programs does the corporation support. The national averages for corporate support indicate that health and welfare receive the greatest amount at 38%, followed closely by education at 36%. Civic activities are 11%, culture and art 9%, and environment and ecology are at 2%.

"Many ditto-mentality corporate executives rubber-stamp the philanthropic programs that they inherited from their predecessors. ... They perpetuate the past" (Hillman 1980:20).

What does the corporation give. Although cash is the most obvious mode of corporate contribution, business firms also give nearly as much if not more dollar value to charitable causes in the various forms to gifts-in-kind (non-cash) contributions. If the recipient has tax exempt status (nonprofit) and the in-kind are not yet fully

depreciated, the corporation can take an immediate tax deduction for the undepreciated value of materials that are of little or no value to it. In addition to a long list of company materials (business machines, office equipment, paper, etc.), Hillman includes advertising and promotion services, and other company services (data processing, legal, printing, transportation, company personnel, company facilities and matching funds). Corporations that give more than dollars have a large potential for contributions (Hillman 1980).

Know how the corporation gives. Hillman estimates that \$4 billion is the total amount of corporate giving. It includes the \$2 billion that corporations take as charitable tax deductions and the \$2 billion worth of gifts that are written off as business expenses. The charitable donation taken by the average corporation is 1% (out of a legal limit of 5%) of its pretax earnings. Corporations have three basic philanthropic channels. They can give cash or a gift-in-kind as either a tax deductible charitable donation, a standard business expense or a grant through a company sponsored foundation.

Approximately 1,500 of America's 22,000 grant making foundations are sponsored by corporations. With a foundation a corporation can save on taxes by transferring to the foundation most of its corporate philanthropic dollars during years of high earnings when the tax bite is the severest and by doing the opposite during lean years.

Hillman has included some important corporate traits and patterns which relate to giving. Contributions vary by industrial classifications. The merchandising industry gives 1.23% of pretax income followed by banking at 1.22% and then business services. These are the highest percentages. The lowest are found in the transportation equipment companies (.35%), the utilities (.29%) and telecommunications (.28%). There is a difference in the giving patterns of manufacturing and non manufacturing firms. Non manufacturing firms give heavily to health and welfare (47%), United Way (31%), and culture and the arts (11%). Manufacturing companies, on the other hand, generously support education (40%) with no appreciable difference in the civic program area (11%). The more labor intensive a company is the more it probably will contribute to health and welfare causes. Banks and large department stores, deeply entrenched and dependent upon a community, will readily support "grass-roots" type projects. The larger the company the greater the possibility of increased size grants. The smaller the company (but having at least 25 employees) the more it probably will give in terms of a percentage of pretax income (Hillman 1980).

Creative grantseeking. The last six keys are important to obtaining corporate contributions and relate to the self discipline and efforts put forth by the grantseeker: know your specific needs and goals, your strengths and

weaknesses; do your research--identify information sources, develop contacts, establish a data base; develop a creative tie-in--put yourself in the shoes of the grantmaker; meet with the corporation to gather as many facts as possible; write a clear, concise, winning proposal; and finally, follow through.

### Marketing Approach to Fundraising

James G. Lord in his manual Philanthropy and Marketing emphasizes that the approach to fundraising today based on nonprofits "selling their needs" is outdated.

#### Marketing and professionalism.

I apply the marketing approach to the act of philanthropy. ... Marketing is congruent with the fundamentals of effective fundraising. ... It gives order to their practice. ... We cannot pick up principles of business and impose them indiscriminately on philanthropic institutions, but until we learn what we can use from the business sector and what we must discard, we'll have to rely on words like 'marketing' to convey our thoughts. ... The third sector is becoming more conscious, analytical and more systematic in its management. ... Professionalization is happening because the organization's boards and donors are demanding it and will go elsewhere if they can't get it. ... This book asks you to think more, to involve others more and to plan more. (Lord 1981:ii-vii)

• Return on investment. In discussing the marketing approach Lord contrasts selling and marketing.

The selling mentality is rooted inside the institution; its objective is to convince people to buy what you have on the shelf. ... Marketing is based outside the institution--in the marketplace. Its objective is to find out what people already want and put it on the shelf. ... Aim of marketing is to understand the customer so well that the product or service fits him and sells itself. ... The role of the philanthropic institution is not indiscriminately to give them whatever they want. ... It's a process of exchange--

something that offers them a return on their investment. ... The winning campaign will be the one that is marketed in terms of the opportunities it can offer to the donor constituency--not in terms of the needs of the institution. (Lord 1981:15-23)

Contributions come from people. Lord suggests that it is possible to generalize about the potential contributors in a community at large, whether the donor is an individual or a corporation.

All contributions come from people (corporations don't make decisions, people make decisions.) ... The areas of demographics and psychographics are not yet well defined as they relate to donors. ... While demographics offers an objective view of our prospects, psychographics provides us with insights. It picks up the life style dimensions--the likes and dislikes of prospects. (Lord 1981:28)

Income, education and career position are a few individual demographic indicators. Corporations might be categorized by size, type of industry, location and number of employees. Lord lists the following psychographic or life style dimensions that should be considered: financial expertise; community involvement; philosophical outlook; importance of status (prestige, success, power, influence); values (patriotism, free enterprise, morality, religion); interests (art, education, economy, politics, sports); and attitudes about giving (pride, tradition).

Lord concludes that third sector institutions will increasingly have to learn to adapt to external variables if they hope to survive (Lord 1981).

### Corporate Giving Motivation

The Taft Corporate Directory explains that it is important to understand the reasons that corporations support nonprofits so that a third sector institution can develop an effective strategy for seeking support.

Unlike private and community foundations, companies have no legal obligation to support nonprofit activities. ... Charitable contributions are seen as an investment in the community by the many companies which have a broader vision of the relationship between their interests and those of society at large. ... Companies are looking for a joint benefit to their community of customers, employers, and shareholders, as well as society at large. (Henry 1981:5)

The following list, included in Taft, designates the most common reasons for a corporate gift. From this list I can obtain additional variables: to develop a pool of trained individuals who are potential employees; to support services which benefit employees and their families; to provide public recognition and prestige for the company; to support research of interest to the company; to improve the market for a company's products; to support the interests of senior management; to support groups in which employees are involved; to respond to peer pressure; to respond to broader social issues; and to promote good corporate citizenship (Henry 1981).

### Indicators of Potential Support

The Complete Guide to Corporate Fund Raising includes a chapter called "Evaluating Potential Corporate Support" in which the editors, Dermer and Wertheimer, list seven areas

of consideration that should be examined by a fundraiser as indicators of potential support.

General areas of major corporate interest. Which of your programs can best be related to this corporation's interests.

Current economic situation. Is the current economic climate depressed and static or is it profitable, thereby increasing the corporation's philanthropic budget.

Giving patterns of the company. Does it have a record of support for your type of program.

Personal contacts with key corporate executives. A list can be circulated to your leaders and associates asking them to identify companies and people with whom they have close association.

Geographic proximity. Generally, the closer the company is to your place of operations and services, the better the opportunity for a favorable response.

Services to the corporation. If your program benefits the company's employees and their families, its shareholders and customers in any way, it becomes a logical quid-pro-quo that can be featured in your presentation.

Close identification. Any factor or past history which can establish a closer identification between your organization and the company should be incorporated into the evaluation process.

Those corporations which indicate the greatest number of the above related factors logically fall into



the highest priority group for potential support ... those which offer the best potential are the first to be assigned. This method offers a built in motivational factor as well. If a positive response is obtained early in the appeal it can raise the enthusiasm of the whole group as well as enhance the appeal among the other prospects being contacted. (Dermer and Wertheimer 1982:32)

### Contribution Survey

In 1982 Dennis Murphy conducted a survey among the chief executive officers of the nation's largest companies, Fortune Magazine's list of the top 500, second largest 500, and top 50 companies by major trade grouping. Two hundred and seventy-eight corporations responded to the Corporate Support Program Research Project (CSPRP). Although the chief executive officers were asked questions dealing only with funding health and social welfare organizations, the largest study of its kind is applicable to all types of programs.

Factors that influence corporate funding. The findings of the survey indicate that the following factors play an important part in a corporation's decision to fund a program.

- a) The organization (nonprofit) and its program are cost efficient;
- b) The organization provides services in local communities;
- c) The program helps those who wouldn't get help otherwise;

d) The amount of support the nonprofit gets from other organizations; and

e) Whether or not the organization's programs help reduce people's dependence upon public welfare (Murphy 1982).

Size of contribution. The survey also drew conclusions concerning the size of the contribution a corporation would make. This was dependent upon:

a) Previous amount they had contributed to the organization;

b) Types of benefits their employees may receive;

c) Participation of corporate officials;

d) Amount of gifts the nonprofit received from other organizations; and

e) Size of organization's fundraising goal compared to amount of corporate contribution the organization is requesting (Murphy 1982).

Other factors. Other key corporate insights produced by the survey include:

a) Companies tend to support organizations with which they have had a past funding relationship;

b) Timing of requests is at least somewhat important;

c) Approximately 50% of corporations use a foundation to provide financial support;

d) Eighty percent of respondents said that management of branch or plant locations play a role in deciding how to meet request for contributions (only 12% of the corporations

allowed local management to contribute gifts in excess of \$10,000);

e) Decision making process appears to rest more with contribution committees than individuals. Chief executive officers (CEOs) also play a less influential role in deciding how much to give (Murphy 1982).

Summary. Murphy's summary called "Putting Research Findings to Work for You" is most beneficial for my research because it is the only scientific report available.

a) Timing--solicitations made after the budget year has begun have less chance of being funded;

b) Foundations--identify and research them; written guidelines are frequently available;

c) Local management may play an important decision-making role;

d) Variety--decision-making process varies among corporations and requires individual study;

e) Committee--frequently has more important role in decision-making than the CEO;

f) Presentation--should describe specific benefits to the corporation and its employees. Should stress cost efficiency and indicate the extent to which your services are providing help which is not otherwise available; and

g) Enlightened self interest--the importance of employee benefits and involvement.

### Grantsmanship Center Workshop

The last review I will discuss is based on the notes taken by a colleague at a Corporate Giving Workshop held by the Grantsmanship Center in June 1982 in Los Angeles. This was a one day intensive course featuring participants from both the nonprofit sector as well as corporate giving officers.

Target approach. Tom Boyd, a Grantsmanship Center trainer and moderator of the course, presented a topic called "Researching for Potential Corporate Givers" and his concept of a target approach is most applicable to my search for viable predictors. The best prospects are those in the center of the target. Fundraisers should start from the center and work their way out, researching each category of corporations. (See Figure 1.) Such research should involve getting the answers to the following questions:

- a) Corporation's geographical area of giving;
- b) Corporate history of support for your type of project;
- c) Is there an established relationship between the corporation and your organization;
- d) Do you serve their employees;
- e) Are there common trustees, members of the board;
- f) Does your organization supply services to the corporation; and
- g) Is the corporation a direct supplier of your organization.

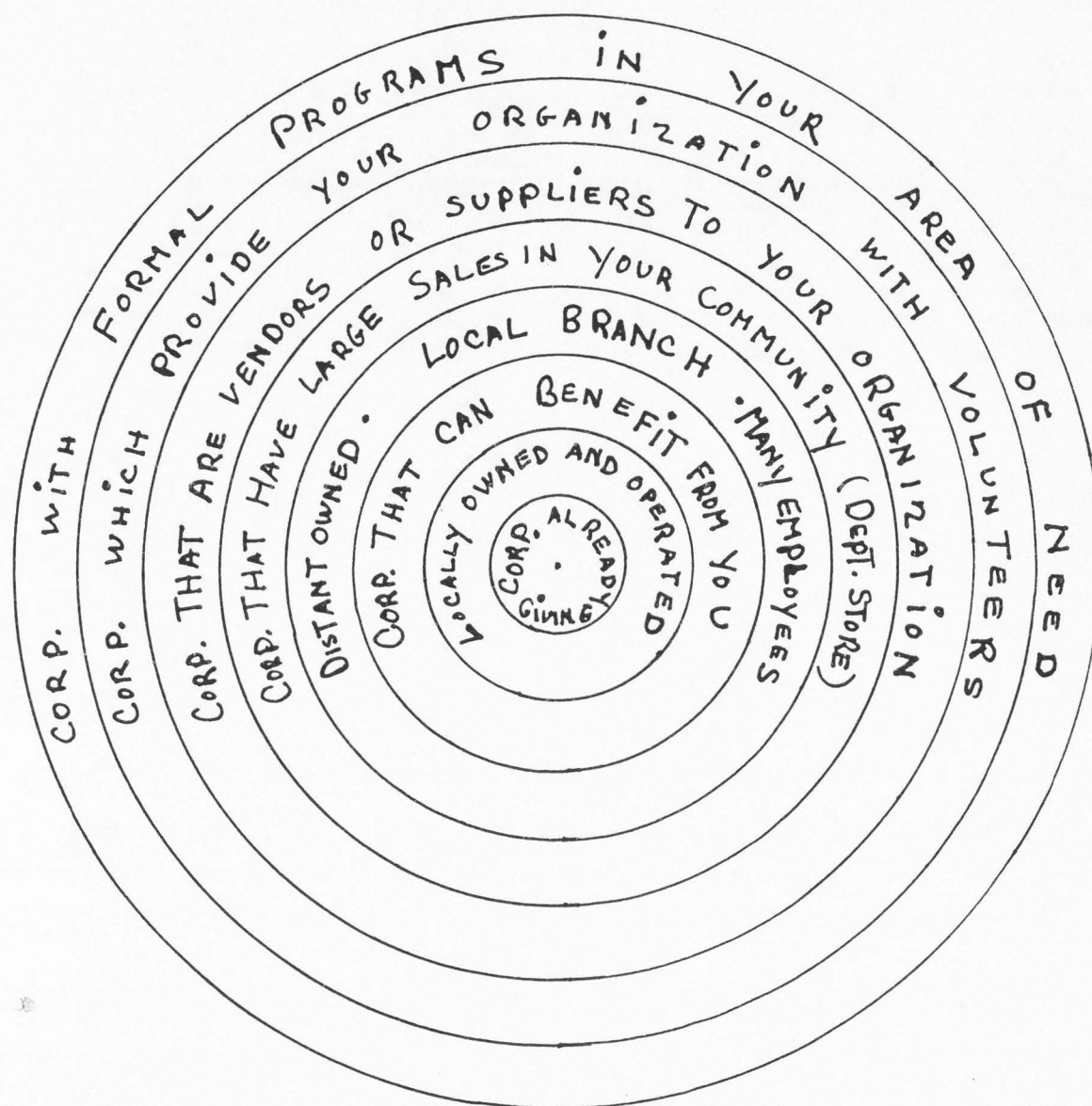


Fig. 1. Target approach--Researching for potential corporate givers

The answers to these questions should become part of a data file for each corporation to be used for current and future reference.

In reviewing the current approaches I have attempted to move from the general to the specific. This literature has provided a framework for developing the predictors which I will utilize in my research.

### CHAPTER III

#### METHODS AND PROCEDURES

In this chapter I will develop an operative framework to a) identify a viable program; b) gather relevant data about corporations; and c) use that data to choose predictor variables of potential corporate giving and the level of that giving.

#### Hypothesis

Potential corporate contributions to recreational and environmental programs will be positively related to: the corporation's financial climate, perceived benefits to the corporation, the fit of the program to the corporate image, the corporation's past giving history, previous personal association with corporate management, the number of employees living in the project area and the nature of the business. The level of giving will be positively related to: the size of the corporation (number of employees), present corporate financial condition, past giving history and whether the corporate headquarters are national or local.

#### Needs Assessment

A most important point gleaned from my readings is that a soliciting organization must discover the real needs of a

community or service area before that organization can approach corporations for support. For the purpose of this research I will identify Cache Valley as my service area and the search for corporation funds will be limited to environmental and recreational programs.

To gain insight about the real needs of a community, the literature (Hillman 1980; Murphy 1982; Boyd 1982) suggests contacting and interviewing local officials such as Chamber of Commerce executives, local government officials and park and recreational department personnel. Further contact and information should be gathered from state and federal agencies including the Forest Service, Park Service, Bureau of Land Management and the Dept. of Transportation. Other groups should be questioned such as conservation groups, other nonprofits and special community interest groups. The community will dictate the number of contacts to be made. The literature strongly recommends conducting a random survey (Murphy 1982) of the community's inhabitants to either support or negate the opinions and beliefs of the former contacts.

#### Personal Interviews

In February 1982 I began my research by personally interviewing four individuals who should be attuned to the special recreational needs of Cache Valley residents: a former mayor of Logan City, the president of the Cache Valley Chamber of Commerce, the Chairman of the Recreation



Committee for the Cache Chamber of Commerce, and the Ranger for the U. S. Forest Service. The facilities that these community leaders included as Cache Valley recreational needs were additional parks, softball fields, recreational centers, horseshoe pits, racquetball courts, jogging trails, picnicking areas, outdoor swimming pools and opportunities for young people to learn about the conservation and enhancement of our local national forests.

### Surveys

In the early months of 1982 Logan City conducted a recreation survey with a random sample size of 299 persons. The city was divided into five geographic regions. Nine trained interviewers were used to administer a written survey instrument, including open ended questions.

My March 1982 Cache County recreation survey used many of the same questions and categories as did the Logan survey. I used a sample size of 50. Both Logan City and I used frequencies statistics of the SPSS McGraw Hill Program to measure our data. Both the Logan and Cache County surveys responded positively to increased needs for outdoor swimming pools and were overwhelmingly in support of youth employment/training programs, such as the now defunct Youth Conservation Corps (YCC). The other needs suggested by our community leaders received very little community support. (See Appendix A.) It was apparent that the researcher must

check many sources of information before real needs could be positively identified.

It takes a lot of work to conduct a good survey in every community, to determine what "real" recreational needs exist. The above example illustrates that most of us make assumptions (probably based on our personal needs) that are not totally correct for the whole community. The lesson I learned is that before an individual or an agency approaches a corporation to obtain funds for a recreational program, he better know for sure the real community needs, because even if the managing corporate director does not know them either, his employees certainly will. Not having the correct information can be disastrous.

#### Feasibility Analysis

I had identified a real need for Cache Valley, a youth training program. Good! But my readings (Hillman 1980; Lord 1981) warned that before approaching corporations with an idea or a project, it must be carefully checked out. How does the potential program respond to the following questions?

Does it have widespread support? Yes. My Cache Valley survey overwhelmingly supported a youth employment program. Also, it was high on the list of the Logan survey. Even some of the interviewed officials rated it as a primary need.

Is it workable? Can it be implemented? The Forest Service recommended the revitalization of their premier Youth Conservation Corps. It had been a very successful program for five years. My question was whether the Forest Service would be willing to administer such a program again, based on private funding. In December 1982 they agreed to implement such a program.

Does the program compete with others in the area? Is it conflict free? Based upon my investigations no other program such as the YCC program exists in Cache Valley. If a new program were to be presented that competed with an existing program or created conflict in any way, a sponsor might very well choose to withhold support.

Is it timely? Very limited federal funds exist for the YCC, no other similar programs are competing for corporate dollars and the federal government is encouraging "Partnership Programs." I think the time is right!

Does it meet needs for corporate employers? Corporations will select for themselves the individuals to be included in the program. Employee needs are being met in improved recreational facilities. Employees will be proud that their corporation is participating.

The above questions serve as guidelines for any program being examined as a potential offering for corporate support. I developed these questions for my particular program. Each program director must develop for himself

those questions that will help him decide the viability of his program.

#### Identification of Potential Corporate Support

Once an organization has determined that its project meets the criteria for potential corporate support, the next step is to identify the corporations to be solicited. Most organizations will find it impossible to make presentations to all corporations. If my predictor formula had been developed and corporate giving information existed for Cache Valley Corporations I could have plugged in the numbers and sent proposals to only those corporations with the highest contribution potential. Neither the formula existed nor was corporate giving information available. An open ended interview would provide me with corporate giving data which, in turn, would let me select a set of predictors.

#### Selecting the Sample

In April 1982, with the help of the Cache Corporate Directory, I stratified the population of corporations into three categories and censused the large national/international corporations. In the other two categories of corporations (those headquartered in Cache Valley with more than 100 employees and those headquartered in Cache Valley with fewer than 100 employees), I made a systematic selection of every 4th listing in the directory, starting with the first listing of that category. I then

contacted each corporation. An effective approach which I used was to make an appointment with the "head" person in each plant. I found it was easier to see the boss rather than his assistant. I told that individual that we were doing a survey with the top (I did not say largest) twenty corporations in Cache Valley and needed his guidance to evaluate corporate giving in Utah. Only two companies refused to see me, because they had no local accounting department and a solicitor would have to contact their company's headquarters. Both managers felt that an interview would yield little information. On two other occasions I was referred to the assistant manager. Both of these men handled public relations for the firm and were responsible for corporate giving. I used a group of open ended questions (see Appendix B) which I found worked quite well. Adaptability and flexibility have to be the key words in an open ended interview. Information pours down on you like rain from a fast moving thunderstorm so an interviewer must learn to be 110% alert or else chance failing to catch the donor's "hot button."

Having divided the twenty corporations into three categories, I have labeled the first group "Large International or National Corporations with Divisions or Branches in Cache Valley." (See Table 1.) Before delving into each category the reader might like to review the open ended questions (Appendix B) that I used as a guide in questioning these executives. Many times the conversation

Table 1. Large international or national corporations with divisions or branches in Cache Valley.

Corporation	Number of Employees	Corporate Philosophy of Philanthropy	Decision for Giving	Amount Given	Programs Supported	Recreational Programs Supported	Corporate Needs from Giving	Professional Presentation	How should Federal Programs be replaced?
Corp A (parent corp.)	20,000	Positive approach to giving.	Requests screened in Logan, then sent to corporate foundation.	Locally \$3,000 - \$10,000	New hospital United Fund Local	Company Golf, Softball Teams.	Employee benefit	Likes it tied into a neat package.	Corporations can help to replace them.
Corp A (Cache Valley)	278	Must ask to get funds.				Know how employees spend leisure time.	Know needs of employees	Likes graphic presentation.	Would consider giving to support a YCC program.
Corp B (parent corp.)	20,000	Will not give to controversial organization. Profit for stockholders primary.	Requests screened locally, then sent to corporate foundation.	Locally \$10,000	New hospital United Fund School organizations Local	Company teams. Gave lights for local ballpark.	Community respect. Employee benefits.	Professional people should make presentation. Must be a real need. Does not respond to pressure.	Need balance between Government/Corporate/Private programs. Corporations can do their part. Tax credits would help.
Corp B (Cache Valley)	350								
Corp C (parent corp.)	15,000	Low profile. Giving to support employees.	Screened locally. Sent to Wisconsin for approval.	Locally \$2,000-\$3,000	New hospital United Fund School organizations Local	Company teams. Skiing, baseball & bowling events sponsored.	To create a favorable image. Benefit to employees most important.	Very few presentations have been professional.	This is a "gray area." Depends on program/project. If program is really good, would support private/corporate sponsorship.
Corp C (Cache Valley)	350								
Corp D (parent corp.)	1,500	No small donations.	Logan approves up to \$100. Larger amounts approved in Salt Lake.	Locally \$3,000-\$5,000	Local programs with T.V. and Radio coverage	Softball scoreboard given. Company teams-Softball, running, bicycling events	Value publicity and trademark exposure.	University (USU) solicitors have been professional. Others have not.	Federal programs should not be replaced with direct giving of dollars but by providing free passes to National Parks etc.
Corp D (Cache Valley)	16	To create a positive/new/good image.							
Corp E (parent corp.)	6,500	To create good public relations.	Local budget for smaller amounts. California Foundation for larger amounts.	Locally \$500-\$1,000	Scouts, Red Cross United Fund	Company teams. Bowling, Basketball Golf	Good citizen image. Emphasis on public relations-not publicity.	Respects a professional presentation. Hasn't seen many.	Reception to YCC program. With the Federal programs being cut, the bad programs will be weeded out.
Corp E	180								
Corp F (parent corp.)	3,000	Foundation supports health and welfare, education. No political contributions.	Screened & approved locally. Sent to Corporate Headquarters.	Locally \$3,000-\$5,000	New hospital Utah State Univ. Red Cross United Fund Handicapped programs Local	Company teams.	Good community and employee relationship. Will it improve people?	Presentation should show clear needs, thorough knowledge of program and all funds accounted for.	Federal programs can be replaced at the local level by local taxes. Corporation should participate selectively.
Corp F (Cache Valley)	300								

drifted away from the original question and shed even more light on the subject. I have also included the documentation of each interview (Appendix C). They are as close to the actual conversation as possible.

A brief review of these national corporations is in order. Every one has a philosophy of giving. Many give through their corporate foundation but all the local managers seem to approve and control the specific programs. They control the purse strings (up to a maximum amount). Most of the managers wish to keep a low profile in their giving. Corp D of Logan was the one exception and they do want publicity. I had the feeling in talking to most of these managers that their potential for giving was far from being reached. More funds were available than had been asked for. Most of the managers felt the proposals made to them were not professional. The organizations had asked for their own needs without considering the donor's needs. The donor's needs should be identified first. The corporations considered benefits for their employees to be the primary goals of philanthropy and community benefits as secondary. They also wished to establish a favorable community image as being a good citizen. The United Fund seems to be the only professional presentation being consistently made. The new hospital solicitation and university representatives seem to have provided clear and concise facts. The other organizations appeal for a handout. The YCC program aroused

interest in many of the managers. They told me to present a proposal. This group of corporations is ready to be professionally solicited.

The next group of corporations represented companies headquartered in Cache Valley and employing at least 100 people. (See Table 2.) This group included producers of cheese, automobile seat covers, cement, snow grooming equipment and meat packers. Their products were varied but their answers to my questions were very homogeneous.

All of them believed in supporting philanthropic programs, after their stockholders had been taken care of. They felt that this would not be a big "giving" year. All decisions were made either by the president or board of directors. All supported local giving especially to those organizations associated with their industry. After stockholders, employee benefits were next in importance and community and public image followed. All voiced strong opinions that we never really needed the federal programs; this cut back will help weed out unnecessary programs and, locally, we can do better ourselves.

In a good economy, when profits are high, this group, selectively, could be a good source of recreational funds, but, at this point in time, unless you can match up a president who is really hot on a particular program, giving will be limited to long established programs such as the United Fund.



Table 2. Corporations headquartered in Cache Valley employing at least 100 people.

Corporation	Number of Employees	Corporate Philosophy of Philanthropy	Decision for Giving	Amount Given	Programs Supported	Recreational Programs Supported	Corporate Needs from Giving	Professional Presentation	How should Federal Programs be replaced?
Corp G	120	Giving depends on how much they have leftover.	Made by President	\$500	United Fund Boy Scouts Marathon race.	Local fun runs.	Benefits to employees.	Very few professional presentations. United Fund has been professional.	Many federal programs are of doubtful value.
Corp H	750	Based simply on employee benefits	President and Board of Directors	\$1000	Special Olympics Cattlemen's Assoc. United Fund Red Cross	Company teams Special Olympics	What are benefits to be gained? Is this the best use of funds?	Prefers local people making presentation. Suspicious of solicitors.	Need to make money before you can support such programs. There is good reason for cuts in Federal programs. The bottom line is: What's in it for my company?
Corp K	225	Employee benefits. Promotion for new logo.	President How will it benefit the company and employees?	\$3,000	4-H United Fund Boy Scouts Local schools	Rodeo events	Benefits to the company and its employees.	Very few professional presentations except for the new hospital and Utah State Univ.	Private taxation plus corporate philanthropy can replace, selectively, Federal programs.
Corp L	400	"Believes" in philanthropy. One year at a time.	President and Board of Directors	\$10,000	Utah State Univ. scholarship United Fund	Company teams Bowling, softball Utah State Univ. Athletics	Benefits to employees. Publicity for company--"good name"	Solicitors should not waste my time. Already know what I want to give to.	About time Federal government got out of these programs. Need to sift through programs and find what is really needed and then support locally by increasing local taxes.
Corp I	275	Multi-level Local organization gives to United Fund and educational programs.	Board of Directors	\$5,000	United Fund Utah State Univ. Local	Company teams Community parks	USU is source of future employees. Employee benefit and community benefit.	Most are not. United Fund and USU are.	Depends on which programs. More scholarships should be given for education.
Corp J	160	Good public image.	President	Would not say.	United Fund Boy Scouts Local	Park in Smithfield	Good public image.	Good proposal should have an impact on all of Cache Valley. Most are not professional.	Federal government shouldn't be doing what we can do as parents. Corporation can help with real needs.
Corp M	250	Giving based on "habit"	President (back list)	\$500	Boy Scouts Heart Fund	Company teams	Employee benefits and employee goodwill.	Very few.	A corporation must be a very profitable one before it can replace Federal programs.

The last conglomerate of corporations included those domiciled in Cache Valley and employing fewer than 100 persons. There are many companies in Cache Valley that fit into this category. (See Table 3.) As a group they were the most difficult to set appointments with and their comments were far more negative than those found in the first two groups. It would be most helpful when soliciting this category to work closely with individuals in various communities who were friendly with the potential donors. The business climate has the greatest effect on these small corporations. I interviewed them in a low profit period and probably would have received better support when profits were higher. Even though they are smaller, they still require a professional presentation. The vice president of Corp Q evaluated a good presentation as one which includes "specific goals, a good knowledge and understanding of the benefits to be gained by the company, community, their customers and employees. Specific goals are the guts of the presentation."

Determining needs, analyzing those needs and gathering corporate information (either as I did through interviews or by using an already existing data base), establishes the broad basis of a program. The next series of procedures involves the nuts and bolts of the particular project.

Table 3. Corporations headquartered in Cache valley employing less than 100 people.

Corporation	Number of Employees	Corporate Philosophy of Philanthropy	Decision for Giving	Amount Given	Programs Supported	Recreational Programs Supported	Corporate Needs from Giving	Professional Presentation	How should Federal Programs be replaced?
Corp N	50	Responsibility to give based upon available capital.	Management and Board of Directors	\$1,000	United Fund Red Cross Handicapped programs	No team sports. Not really interested in recreation.	Good community relations. Good will with employees.	United Fund made a professional presentation. Few others.	Less involvement by Federal government the better. Never knew where tax dollars were going anyway.
Corp O	52	Only give small donations	President	\$100	High school band Local organizations	Company teams. Local swim team.	Community goodwill.	No professional presentations. "Come through the door" solicitors.	States should be carrying out all recreational programs--should charge user fees. Corporations are taxed enough.
Corp P	66	"We don't give" (not 100% true)	President and Board of Directors	\$100	United Fund Blood bank Local organizations	Do not support team sports. Did give scoreboard to Utah State Univ.	Giving doesn't create anything.	No professional presentations.	Corporations should not get involved. Special taxes should be used similar to those collected for highway maintenance.
Corp Q	40	Give only to primary sources. Know exactly where funds are going. Accountability.	Board of Directors	\$1,000- \$1,000	March of Dimes Blind Utah State Univ. scholarship	Would consider supporting YCC program if presented properly.	Low profile. USU is a source of future employees.	Far from professional. No specific goals.	Corporations can be a big factor in helping to replace Federal programs.
Corp R	10	Very limited--personal bias.	President and Vice President	\$100- \$200	Red Cross Blind Lion's	No teams. Support for local biking trips.	Community service.	Presentations have not been professional. Graphics would be good.	Corporations should not and cannot replace federal programs. Individuals should pay own way--user fees.
Corp S	20	No philosophy. If solicitor catches them in a "good mood" they may give.	Owner	\$100- \$200	Local organizations. Too many people looking for a free "handout" these days.	Company softball team. No other support.	Make friends through giving.	No professional presentations.	People must learn to work. We are taxed to death anyway. Corporations cannot take over federal programs.
Corp T	9	Give products and services--use of mall property rather than \$	Local	\$500- \$1,000	Many gift certificates to local organizations. Gifts to needy families.	Road races Bicycling Boy Scouts	Publicity for Mall clients. Good community relations.	Few professional presentations except the United Fund.	Federal programs should be replaced on a community basis. Let communities decide what is important. Use of local taxes plus corporate supplement.

### Implementation and Development of Proposal

In December 1982 I met with Ranger Roberts and his staff to determine the administration of a new YCC program. We renamed it the Cache Valley Youth Conservation Corps. Since it had been a working program in the past, the new guidelines were relatively simple to develop. The Forest Service would administer the program and the training of the youths. The corporations, in turn, would select, pay and volunteer the boys and girls for the 1983 summer eight week program.

I developed a proposal and covering letter (Appendix D), asked the Forest Service staff to examine and correct them, and sent this package to the previously interviewed twenty corporations. The covering letter stated that I would call them, set up an appointment to review the proposal and answer questions.

### Identification of Variables

At this point in my research it was necessary to call upon my previous readings about approaches and strategies, my interviews with the 20 corporation managers, and employ intuitive judgments to develop the initial list of variables that could help a fundraiser to identify potential corporate support. (See Table 4.) This first, lengthy, list was too cumbersome to work with and so while waiting for the corporate managers to read and study my proposal, I again

Table 4. First list of variables.

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Nature of business	Type of business Financial climate Number of years in business Number of corporate employees
Nature of business (locally)	Number of local employees Number of years facilities in local area
Local employees	Job description of employees (skilled/nonskilled) Percentage of employees living in local area
Philosophy of giving	
Local decision making	
Budget	Time of year Location of giving decision
Corporate foundation	
Giving	Amount last year Amount this year Amount anticipated next year
Program support	Programs contributed to Anticipated program support in future Type of giving (dollars/in kind)
Environmental/ Recreational Programs	Past giving Future consideration
Corporate benefits from giving	Employee benefits Employee volunteerism

carefully reviewed each interview and narrowed down my list of variables. From this revised list I made predictions for each corporation. I used the following variables:

- Corporation's current financial climate
- Number of employees living in project area
- Past giving history
- The fit of my program to the corporate image
- Benefits to the corporation
- My previous association with corporate managers
- Nature of the business

For each corporation I rated the potential of giving as either high (H), medium (M) or low (L). Then I used a different set of variables, listed below, to determine an amount of giving category for each corporation.

- Size of corporation (number of employees)
- Local or national corporation
- Present corporate financial condition
- Past giving history

I predicted an amount of giving category for each corporation: (1) being a low giver (from 0 to \$500); (2) being a medium giver (from \$500 to \$1000); and (3) being a high giver (from \$1000 to \$5000). For example, I rated Corp A a M3, indicating that I predict that their giving potential is only medium but that their giving amount would probably be high. Likewise, I rated Corp B H3--high potential and high amount of giving (see Table 5).

Table 5. Corporate giving predictions.

Corporation	Predicted Potential for Giving	Predicted Level of Giving
Corp A	M	3
Corp B	H	3
Corp C	M	2
Corp D	L	1
Corp E	H	3
Corp F	L	2
Corp G	M	1
Corp H	L	2
Corp I	M	2
Corp J	M	2
Corp K	H	2
Corp L	M	2
Corp M	L	2
Corp N	M	1
Corp O	L	1
Corp P	L	1
Corp Q	H	2
Corp R	L	1
Corp S	L	1
Corp T	L	1

H = high potential for giving

M = medium potential for giving

L = low potential for giving

1 = low level of giving (0-\$500)

2 = medium level of giving (\$500-\$1000)

3 = high level of giving (\$1000-\$5000)

Cutting Points for  
Variable Gradation

The following discussion will explain how values were assigned to the variables.

Corporations current financial climate. If a corporate manager indicated that the corporation had earned a good profit last year and this year's financial climate looked promising, then I rated the giving potential as high; if the corporate financial condition was improving and the manager felt that it would continue to improve as the economy recovered, then I rated that corporation as medium potential. The low potential rating was reserved for corporations which have lost money in the last couple of years and the manager's outlook remains pessimistic.

Number of employees living in project area. The largest corporation in my sample had slightly more than 400 local employees. For potential giving and level of giving I used the same criteria. I rated a corporation high and (3) if more than 200 employees lived in the area; medium or (2) if more than 100 employees resided here; and low or (1) if less than 100 employees lived in Cache Valley.

Past giving history. If a corporation had given in the past to many different programs and especially to recreational or environmental programs I rated the corporation high in potential giving and (2) or (3) in level of giving. Corporations that did contribute in the past but who limited their giving to one or two causes were rated medium and (1) or (2). Those corporations which have not



given or have contributed very small amounts to the United Way or Red Cross were rated low or (1).

Fit of program to corporate image. I used this variable to measure only potential for giving, not the level of giving. I used a combination of answers from questions I had asked the managers such as corporate philosophy, types of programs supported and corporate image. I rated the corporation high if I felt there was a good match between the corporation and my program; medium if I was unable to make an intelligent determination, and low if I felt the program was inappropriate for their image.

Benefits to the corporation. Again, I used this variable only to measure potential of giving. As with the previous variable I had to make intuitive judgments. I reviewed the manager's answers to the following questions: perceived benefits to the corporation, corporate image and past giving. A high rating was assigned to the corporations who wanted to be recognized for community service and employee support. Again, I used a medium rating when I was unable to determine the actual benefits desired by the corporation and a low rating was assigned when the benefits demanded did not correspond with the benefits provided by the CVCC.

Previous association with corporate managers. This variable was used to predict giving potential only. It is an easy variable to rate; high if I knew the manager well,

medium if he was merely an acquaintance and low if I had no personal introduction or if he was entirely unknown to me.

Nature of business. This variable was used to determine giving potential. Electronic manufacturers, financial corporations and service corporations are more likely to give than construction corporations, meat packing and cheese manufacturers (Hillman 1980). The high, medium and low ratings were based on this relative scale.

Local or national corporation. I used this factor to help determine the level of giving. The literature emphasized that national corporations would give at a higher level than local corporations. Size was the second most important determinant. I rated the national corporations as a (3), large local corporations (2), and small locals (1).

#### Example for Determining a Corporate Prediction

Corp A's financial climate is not good at the present time. Their national organization lost money last year--a real negative factor for current support. Most of their employees live as well as work in Cache Valley. Two hundred seventy-eight employees represent a large work force in Cache Valley. We know from the interview that they have a high giving history. I was told in the interview that the fit of the program is excellent for Corp A's giving philosophy. The program is low key and is geared to benefit employees, their youths and their use of forest facilities. I have known the corporate manager personally for several

years on a non business basis. Personal contact is always important.

The many plus factors for potential giving are somewhat offset by the current financial climate. I rated Corp A as M (medium potential) but their level of giving (if they do give) would be in (3), the highest category.

#### Commitment from Corporations

I gave the corporations two weeks to review and reflect upon my proposal. I then telephoned each corporate manager and asked for a giving commitment from their corporation. (See Appendix E.) I did invite questions and offered to meet with them again to discuss the program in person. About half the executives gave me their answers during the first telephone conversation. With the exception of one, all the responses were "no", or they were very interested but would have to review their company's financial climate and asked me to get back to them in three or four months. In probing those managers who had given me a negative response, most cited their present financial condition as the reason to reject supporting the program at this time. Repeated telephone conversations and personal interviews with the remaining corporations produced four commitments, five reviews in three to four months, and eleven refusals. I had responses from all 20 corporations; the data collection for my research was complete.

## CHAPTER IV

## RESULTS

My prediction of potential corporate giving and the level of that giving was determined by two sets of predictor variables. I wished to determine if actual giving and the level of that giving were positively related to the variables. Significant level of .05 will be assumed for the following analysis. Table 6 includes the predictions and results of the twenty corporations studies.

Table 6. Combined predictions and commitment.

Corporation	Predicted Potential for Giving	Predicted Level of Giving	Actual Giving Decision	Actual Level of Giving
Corp A	M	3	Y	3
Corp B	H	3	R	...
Corp C	M	2	R	...
Corp D	L	1	N	
Corp E	H	3	Y	3
Corp F	L	2	N	
Corp G	M	1	N	
Corp H	L	2	N	
Corp I	M	2	R	...
Corp J	M	2	R	...
Corp K	H	2	Y	2
Corp L	M	2	N	
Corp M	L	2	N	
Corp N	M	1	R	...
Corp O	L	1	N	
Corp P	L	1	N	
Corp Q	H	2	Y	3
Corp R	L	1	N	
Corp S	L	1	N	
Corp T	L	1	N	

H = high potential for giving

M = medium potential for giving

L = low potential for giving

1 = low level of giving (0-\$500)

2 = medium level of giving (\$500-\$1000)

3 = high level of giving (\$1000-\$5000)

Y = yes

N = no

R = review

Percentage of predicted and potential giving is shown in Table 7.

Table 7. Percentage of predicted and potential giving.

	Yes	Review	No	Total
Predicted	4	7	9	20
Potential Giving	20%	35%	45%	100%
Actual Giving	4	5	11	20
	20%	25%	55%	100%

In Figure 2 the Chi Square was used to test for significance. Significant level of .05 will be assumed for the following analysis.

		<u>Actual Commitment</u>			
		No	Review	Yes	
<u>Prediction</u> <u>of</u> <u>Potential</u> <u>for</u> <u>Giving</u>	High	0	1	3	4
	Medium	2	4	1	7
	Low	9	0	0	9
		11	5	4	20

Chi Square = 19.50  
Significant at  $p < .0006$ ,  $df = 4^*$

Fig. 2. Chi square analysis,

\*I have violated the 5 per cell requirements. " $\chi^2$  test for the one sample case should not be used when more than 20% of the expected frequencies are smaller than 5 or when any expected frequency is smaller than 1" (Siegel 1975:46).

The reader could argue that I should have used a binomial test instead of  $\chi^2$ . In using the 2 x 2 instead of a 3 x 3 I would have had to make difficult judgments about the cell selection for potential givers in the medium category and those corporations which wished to review their commitments. In Figure 3 I have collapsed my variables so that the reader can see the distribution in a 2 x 2 table as well as the 3 x 3 table.

		Actual Commitment			
		No	Review	Yes	
Prediction of Potential for Giving	High	0	1	3	4
	Medium	2	4	1	7
	Low	9	0	0	9
		11	5	4	20

		Actual Commitment	
		No	Yes
Prediction of Potential for Giving	High	2	9
	Low	9	0

OR

		Actual Commitment	
		No	Yes
Prediction of Potential for Giving	High	1	3
	Low	15	1

Fig. 3. Collapsed variables.

A Pearson product moment correlation coefficient was employed from the SPSS program to test the strength of the relations between predicted potential giving and actual commitment and also the relationship between the predicted level of giving and the actual level of giving. Labovitz in his discussion gives latitude to the researcher who uses ordinal data to apply parametric statistical methods, especially in exploratory research (Nie, et al. 1975). There was strong association in both the predicted level of giving and the actual level of giving.

$r = .8441$	$r^2 = .71$	$n = 20$	Predicted potential giving / actual commitment
$r = .6278$	$r^2 = .39$	$n = 4$	Predicted level of giving/ actual level

Fig. 4. Pearson correlation coefficient.

Although there was strong association in both categories I had more success in explaining the actual commitment than I did in implementing the level of giving. Of course the level of giving pertains only to those corporations answering yes and my sample size reduced to a very small number of four.

The qualitative factors of this research, which may be the most important, are dependent upon my variable selection. (See Table 8.) As a first attempt I was pleased with the results. After reviewing my final face to face and telephone interviews, in which I asked for a commitment, I

would have to rank financial climate, followed closely by program fit, as numbers 1 and 2. Personal contact, benefits to the corporation and past giving were important variables. The type of corporation and number of employees living in the project area did not seem important in this study. For predicting the level of giving, financial condition and size of the corporation were the key factors. The reader must understand that to place numbers as absolute values is impossible. The researcher gains a feel and makes intuitive judgements as he gains experience testing more and more cases.

Table 8. Variable ranking, in order of importance, following commitment.

---

Potential for Giving

1. Corporation's current financial climate
2. Fit of program to corporate image
3. Previous personal association with management
4. Corporate benefits
5. Past giving history
6. Number of employees living in project area
7. Nature of business

Level of Giving

1. Present corporate financial condition
2. Size of corporation (number of employees)
3. Past giving history
4. Local or national corporation



CHAPTER V  
CONCLUSIONS AND DISCUSSION

I would be naive to believe that I have found a method or formula that would predict potential corporate contributions in every circumstance. I have barely taken a first step; however, my literature search which concentrated on the area of fundraising, indicated no prior activity in variable identification and so it is a beginning. As the data indicate, there was a significant, strong and positive relationship between my variables and my prediction.

I was fortunate to have been able to conduct this study in the guise of a fundraiser as well as a researcher. I gained valuable information in both modes. As I pointed out in the strategy and approach sections of the second chapter, very little scientific research has been attempted by or for fundraising organizations. Murphy's (1982) survey of the Fortune 500 companies is one of the first data gathering attempts. First of all, as a researcher, I was excited to realize that corporate managers were not only willing but pleased to grant me an information seeking interview. The managers whom I interviewed were very willing to discuss corporate philosophies, past giving practices, future potential giving and their personal roles in those endeavors. The managers, in many cases, offered firm advice to future fundraisers.

It is important as a researcher to obtain information from the source that has the greatest amount of knowledge about the subject. I was not shuffled off to subordinates; in almost every case I was able to interview the manager, the person who made the local contribution decision.

The use of an open ended interview offered flexibility and control and was thus an effective approach for assembling data. The researcher can shift his emphasis of questioning in any direction and can gather unique information from each individual manager. This type of interview offered the opportunity to test several types of questions that would be valuable in further research. My opening questions asking about corporate philosophies and past giving practices were the most valuable and can be used in every situation. Additional questions can be constructed to fit particular circumstances. In interviewing corporate vice presidents in home offices I might use different questions than I would in approaching managers in a local plant. The vice president is more concerned with corporate policy--the local manager with benefits to his employees. ✓

It is important for the researcher to repeat or duplicate his study under different circumstances, in different locations and at different times. I am currently repeating this research in the state of Connecticut. The questioning pattern that I used in Cache Valley had to be adjusted to fit local cultural differences, state laws,

urban/rural conditions and differing political hierarchies. The important variables that I developed in Cache Valley-- financial climate, program fit, personal contacts and benefits to the employees--appear to be just as important in Connecticut. I am finding that additional variables should be included. In a particular ethnic section of Connecticut, for example, cultural variables are very important.

My study is becoming much broader because I am interviewing many more corporate managers, the corporations are more heterogenous than they were in Cache Valley and the size and number of employees are much greater than they were in Utah. The Cache Valley research is definitely serving as a model for my expanded studies.

The three billion dollars that corporations contributed nationally in 1982 amount to a sizeable drop in the bucket. I discovered useful information that a fundraiser or director of an environmental or recreational program can use to obtain contributions for his program. The most important conclusion that I extracted from this study was that corporations will contribute to such programs. The program must meet a real need in the community, be operationally feasible and be assured of a mechanism for implementation. The new Cache Valley Conservation Corps is a program to which at least four corporations have committed themselves and, at this point, appears to be a viable project.

In the past corporations have been solicited by many organizations. Most presentations have not been

professional. With limited dollars corporations are going to be more selective. An organization that markets rather than sells its product, and presents benefits to the corporation will increase its chances of obtaining funds.

Corporations with large numbers of employees concentrated in a specific area should be the first to be approached for support of programs designed to benefit that area. Most of the corporate managers whom I interviewed felt that employee benefits would be the best reason for them to contribute. The more employees in a community, the greater potential for a larger gift. In the same light, the corporations were interested in the community where their facilities were located, only if that community also housed a great percentage of those employees. Most of the employees of Logan corporations live in Cache Valley. On the other hand, Thiokol employees commute from many different geographic areas and support from Thiokol to the factory town in which it is located would be very small.

Another important factor learned from this research is that it is necessary that the program fits the self image of the corporation, and the public image it wishes to create with its employees, customers, suppliers and the community. Three of the corporations I interviewed in Cache Valley declined to support the CVCC because the program did not "fit." One corporation gave contributions to educational programs but only to university programs specializing in

dairy science. Another corporation needed high visibility programs. They contributed to sports programs broadcast by a local television station. They were more interested in using gifts as a means of advertising their product. Giving was a major part of their advertising budget. A third corporation was so anti-federal government that they did not wish to be known as a corporation that was involved in a partnership arrangement with the federal government (Forest Service). "Fit" is a very strong factor for a corporation's participation in a program. This variable involves "tradition." I found that it would be very difficult to change the corporate image in the minds of most managers. The identification of "fit" prior to solicitation can save fundraisers many hours of needless effort. Corporate philosophy, past giving and advertising concepts are good indicators of "fit."

I have been in the health insurance business for the past several years working with corporate managers in Cache Valley. Of the 20 corporate managers included in this study, I personally knew seven. Managers of corporations, especially in a small community, have the opportunity to get to know each other. They serve on many local boards and committees. Information is transmitted through these networks. It is a great advantage for the fundraiser to have these contacts. During the interviews I had many names dropped in my lap. I am sure that my success in obtaining four commitments and an additional two commitments following

the conclusion of my formal research, had a great deal to do with my personal contacts with corporate managers.

In Connecticut I have very few personal contacts. It takes time to build these relationships. A professional fundraiser must find the links in the network chain. I was surprised that the doors to most contribution executives in large corporations were opened. In a few cases, I did find myself in the hallway. In one "ethnic" corporation, I never even got in the front door. In these cases a fundraiser must find a friend of a friend. It takes a little longer but if the predictor variables are positive for the corporation, further cultivation of the prospect may be well worth the effort.

The final results of my Cache Valley study produced five corporations that would not presently commit but would review the proposal. They all used financial climate as the reason for not giving now. I believe that was part of the reason, but I am also sure that some wanted to see if the program was going to fly and which other corporations would commit themselves to the program. There will always be a review category. The corporations in that category represent future potential for the solicitor. Relationships must be developed with them over time. They are just as important as the committed corporations and they should constantly be sent information about the progress of the

program. If the solicitor forgets them, they almost assuredly will forget him.

As stated above, financial climate did have an effect on this study. It accounted for many no's and a few reviews. In Connecticut it is also the most likely reason for a negative response at this time. What seems exciting to me is that even in a period of low profits for most corporations they are still willing to think of corporate contributions in a positive vein. I firmly believe that as the economy turns upward corporations will not only increase their giving beyond the historic 1.26% level but will commit themselves to corporate responsibility as a major corporate goal. Many of the corporations that I have recently interviewed in Connecticut have dramatically increased their responsibility staffs in anticipation of achieving these goals.

I set out in this research project to accomplish several objectives. I did identify and test a group of variables which will conserve time for fundraisers locating potential corporate contributions. As a byproduct, I created a framework that will help organizations to determine needs, and the feasibility and implementation prospects of their programs. I have started a partnership program with corporations and the U. S. Forest Service which could serve as a national model. I have just started my research and hope others might join in.

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APPENDICES

Appendix A  
Research Report  
March 17, 1982

My research for this quarter started out to be a pilot study examining the participation and the possibilities of corporate funding in the Cache County area. It was to be completed this quarter and next quarter I hoped to start and complete my thesis. The thesis includes producing a model, system or method, which can be used un<sup>s</sup>iverally at the state level, to assist state environmental and recreational departments in obtaining financial support from resident corporations.

My time frame has been changed. First of all, in conducting my first series of interviews, those which develop the actual needs in Cache County, I realized that to do a thorough job I needed many open ended interviews. I also realized that a county survey for recreational needs would be most helpful in determining those needs. The city of Logan had just completed a study and survey in November of 1981 and I felt that it would be beneficial to compare Logan City and Cache County needs. The second criteria that prompted me to wait until the spring to conduct my corporate interviewing was a fund raising course to be given in May, presented by a professional fund raising group. I am hoping this five day intensive study will benefit me in conducting a better line of questioning with the corporations. In the same vein, the early part of next quarter will find me delving into additional corporate fundraising books.

The third problem that made my time change important was that of spending a large block of time in Connecticut where much of my thesis material would be collected. August will afford me that extended block of time in which to conduct and finalize my thesis format.

The last decision to change my time table was predicated on doing a very good job on the corporate interview level, being able to present to the state of Connecticut a complete and informative pilot study with the hope that I might receive some funding from them, towards my research.

So far in this research report I have confessed to what I have not done. I have, in fact, this quarter, developed a fairly extensive needs analysis for Cache County and have promised many of the individuals whom I personally interviewed a copy of my data. I did discover that such personal interviews require a great deal of time. Appendices A, B, C and D include four of these interviews. Many of the remarks and suggestions will be used when I conduct my interviews with the Cache County manufacturers. I am using this research report to compile my needs data rather than formulating theory and hypotheses. It is a good way of gathering together many bits and pieces from the last couple of months.

Logan City conducted its recreation survey with a random sample size of 299 persons. The city was divided into five geographic regions. Nine trained interviewers were used and they contacted the specific households designated, based on the sampling procedure. A written survey instrument was used as well as a personal interview. The process required five working days. SPSS was set up to analyze the data on the basis of six demographic factors of sex, age, marital status, children living at home, length of residency in the city and income. Their measuring statistic was cross tabs. I was very impressed with the professional techniques used in the survey. I will include some of their questions and data for comparison purposes.

My Cache County recreational survey used many of the same questions and categories as did the Logan survey. I used a sample size of 50. I included the 10 largest (population) towns in Cache County excluding Logan. I used one untrained interviewer, me. Randomness occurred as I waited for three mornings at the ten post office locations. The sample may not have been perfectly orthodox but I certainly did get a variety of respondents. I used frequencies statistics of the SPSS program to measure my data.

At this point I would like to compare some of the questions and data from each survey and then draw a few conclusions.

Ques. 1. Have you ever participated in a Logan City Recreation program?

<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
56%	42%	2%

Have you ever participated in a Cache County Recreation program?

42%	52%	6%
-----	-----	----

Ques. 2. Do you feel that Logan City should provide recreation facilities/programs for its inhabitants?

89%	4%	7%
-----	----	----

Do you feel that Cache County should provide recreation facilities/programs for its inhabitants?

90%	6%	4%
-----	----	----

Questions 5-25. In developing the following facilities/programs do you feel that Logan/Cache County should increase, remain the same, or decrease their activity in providing for:

		<u>Increase</u>	<u>Same</u>	<u>Decrease</u>	<u>Don't Know</u>
Picnicking facilities	Logan	36%	57%	1%	5%
	C.C.	58%	32%	2%	8%
Motor cycle activity area	Logan	23%	31%	23%	23%
	C.C.	52%	14%	18%	14%
Fitness Trails	Logan	44%	34%	2%	20%
	C.C.	62%	20%	2%	16%
Jogging Paths	Logan	39%	47%	1%	13%
	C.C.	50%	34%	0	16%
Nature Paths	Logan	49%	41%	2%	8%
	C.C.	62%	28%	2%	8%
Basketball Courts	Logan	25%	55%	3%	17%
	C.C.	42%	42%	2%	14%
Handball Racquetball	Logan	43%	45%	1%	11%
	C.C.	54%	36%	0	10%
Baseball Softball	Logan	14%	72%	3%	11%
	C.C.	40%	50%	0	10%

		<u>Increase</u>	<u>Same</u>	<u>Decrease</u>	<u>Don't Know</u>
Golfcourse	Logan	23%	58%	8%	11%
	C.C.	22%	60%	2%	14%
Tennis Courts	Logan	39%	50%	1%	10%
	C.C.	54%	34%	2%	10%
Volleyball	Logan	25%	51%	4%	21%
	C.C.	32%	50%	4%	14%
Outdoor Swimming	Logan	69%	22%	1%	8%
	C.C.	72%	18%	4%	6%
Rifle Range	Logan	32%	30%	8%	31%
	C.C.	52%	30%	0	18%
Women's Exercise	Logan	34%	45%	1%	18%
	C.C.	50%	26%	0	24%
Alliance of Varied Arts	Logan	34%	39%	3%	24%
	C.C.	22%	46%	0	32%
Parks	Logan	26%	66%	3%	5%
	C.C.	46%	44%	0	8%
Playgrounds	Logan	34%	56%	1%	9%
	C.C.	44%	38%	0	18%
Winter Activities	Logan	66%	25%	2%	7%
	C.C.	70%	24%	2%	4%
Arts & Crafts	Logan	37%	42%	3%	18%
	C.C.	46%	36%	2%	14%
Youth Employment	Logan	59%	23%	2%	16%
	C.C.	80%	6%	0	14%
Karate/Judo	Logan	16%	40%	6%	37%
	C.C.	22%	38%	2%	38%

Both the Logan and Cache County survey asked the participants what percentage of their recreation time is spent in their respective areas.

	<u>0-5%</u>	<u>6-10%</u>	<u>11-25%</u>	<u>26-50%</u>	<u>Over 50%</u>
Logan	12%	12%	10%	23%	43%
Cache County	8%	4%	12%	14%	62%

I wanted to know what percentage of recreation time Cache County people spent in Logan. 84% of Cache County people spend less than 25% of their

recreation time in Logan.

In an open ended question (see Appendix E ) Cache County respondents said they used the Logan Recreation Center and the Logan Municipool quite extensively. Logan baseball and softball facilities were also named quite frequently.

The last question I asked was how Cache County residents felt about their current facilities. 10% felt they were sufficient, 50% felt a possible need for improvement and 30% felt a definite need for improvement.

I included another open ended question for comments regarding Cache County recreation. Those who did respond felt that the county was doing a good job but many felt that the county needed recreation centers similar to Logan's, at both the north and south ends of the county. Swimming facilities should be included and youth programs seemed especially important to many residents.

At this point I would like to draw some conclusions from the data. In answer to most questions Logan and Cache County residents appear to have the same recreational needs. Youth employment programs heads the list of needs in the county and Logan also scored high in that category but not at the same intensity as Cache County. Fred LaBarr of the U.S. Forest Service confirmed the need when he suggested possible sponsorship for funding for the now defunct Federal YCC youth program. This is a definite need and one for which I can appeal for help from corporations in Cache County.

Outdoor swimming facilities topped the needs list for Logan. Cache County responded in like order being 2 percentage points higher than Logan. In open ended questions outdoor swimming was high on the priority list. Maybe commercial pool companies could be enticed by these figures. Al Thorne, Chairman, Recreational Committee, Cache Chamber of Commerce, also stressed the need for outdoor pool facilities in both Logan and Cache County. (See Appendix D ).

Winter activities in both Cache County and Logan were also in demand by residents. Ice skating facilities prompted positive responses on open ended questions. Cross country skiing was also mentioned quite a number of times. Maybe this winter has just been too long!. Maybe more parks could be flooded or maybe summer/swimming, winter/skating could be provided by the same facility.

At the other end of the scale we can see what we don't need. The martial arts of karate and judo do not seem to be highly desired. It appears we have enough basketball courts according to both surveys. A couple of years ago a new golf course was proposed for Logan. It was turned down. According to both surveys, local residents feel golfers have adequate facilities now. Volleyball courts are cheap to provide, but let's not. Interest is low.

The reader is provided with data to draw many of his own conclusions. I believe this survey along with the appendices will give me a basis for formulating good questions to ask of Cache County corporations. I have included a list of the 20 or more corporations I will be interviewing next quarter and with some hard work should be able to produce a good pilot study.



## APPENDIX A

February 17, 1982

"Methods of Establishing Recreational Programs" (Richmond Community Center)

Needs Recreational facilities/parks -- 8 years ago a study was done for recreational facilities but nothing has been done--problem of working under constraints of as "pay as you go" basis. Community Rec center funded out of current city funds

Community Rec centers in areas out of Logan -- North Cache, South Cache?

Softball fields needed in both Logan and county areas

Resources

County, LDS Church, Towns, County School System, B.O.R. Program

Raise mil levy

idea of someone whose roots are in Cache Valley - getting them to give

Logan Foundation

What are the recreational needs? In a survey recreation was not indicated as a very strong need (low priority). But is it perceived as a need? Survey research may be helpful but it is not an exact science

## APPENDIX B

U.S. Forest Service                      753-2772                      February 23, 1982

Primary Areas day type use--pay for campgrounds (\$4-5) even though they  
only want to picnic

## Possible projects

Logan Canyon

Path for cycling, jogging, along Logan River up to Malibu

3rd Dam - fishing for handicapped project

Section of trail at Old Juniper

\*\* YCC funding for program - need sponsor (Federal budget has cut it out)

## APPENDIX C

February 25, 1982

President, Cache County Chamber of Commerce 752-2161

Need to contact the following people:

Bob Tate - City Recreation Director at Rec Center in Logan

Craig Hislop and Ken Mitchell (USU)

Vic Jensen (Skyview H.S.)

Bill Ryan (Logan H.S.)

Need additional ball field in county

Need for horseshoe pits in Logan and Cache County.

## APPENDIX D

February 25, 1982

Chairman, Recreation Committee for Cache Chamber of Commerce  
(General Manager for Allied Van Lines 752-1994)

Need for additional racquetball facilities -- tennis courts okay

Good outdoor swimming pool needed

Softball facilities in outlying towns

## CACHE COUNTY RECREATION SURVEY

MARCH 1982

This survey is conducted by Joel Staub, graduate student in the Outdoor Recreation Department at Utah State University. The survey's purpose is to determine the needs and feelings of Cache County residents toward recreation facilities. Would you please answer these few questions. The survey is totally anonymous. Thank you for your assistance.

1. Have you ever participated in a Cache County recreation program?
    - Yes \_\_\_\_\_
    - No \_\_\_\_\_
    - Don't know \_\_\_\_\_
  2. Do you feel that Cache County should provide recreation facilities/programs for its inhabitants?
    - Yes \_\_\_\_\_
    - No \_\_\_\_\_
    - Don't know \_\_\_\_\_
- In developing the following facilities/programs, do you feel Cache County should increase, remain the same, or decrease their activity in providing for:
3. Bicycling paths and/or bicycle racks
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  4. Picnicking facilities
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  5. Area for motorcycle activity
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  6. Fitness trails
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  7. Jogging
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  8. Nature paths--walking for pleasure
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_
  9. Basketball courts
    - Increase \_\_\_\_\_
    - Remain the same \_\_\_\_\_
    - Decrease \_\_\_\_\_
    - Don't know \_\_\_\_\_

- |   |   |
|---|---|
| 10. Handball/Racquetball courts         | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 11. Baseball and softball diamonds      | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 12. Golf course                         | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 13. Tennis courts                       | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 14. Volleyball areas                    | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 15. Summer outdoor swimming facilities  | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 16. Rifle range                         | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 17. Women's exercise program/facilities | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 18. Alliance of the varied arts         | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 19. Parks                               | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |
| 20. Playgrounds                         | Increase _____<br>Remain the same _____<br>Decrease _____<br>Don't know _____ |

21. Winter activities (such as ice skating) Increase \_\_\_\_\_  
 Remain the same \_\_\_\_\_  
 Decrease \_\_\_\_\_  
 Don't know \_\_\_\_\_
22. Arts and crafts Increase \_\_\_\_\_  
 Remain the same \_\_\_\_\_  
 Decrease \_\_\_\_\_  
 Don't know \_\_\_\_\_
23. Youth employment service Increase \_\_\_\_\_  
 Remain the same \_\_\_\_\_  
 Decrease \_\_\_\_\_  
 Don't know \_\_\_\_\_
24. Karate/Judo program Increase \_\_\_\_\_  
 Remain the same \_\_\_\_\_  
 Decrease \_\_\_\_\_  
 Don't know \_\_\_\_\_
25. Are there any other activities which you feel Cache County should  
 provide facilities for?
26. Approximately what percent of your recreation time 0 - 5% \_\_\_\_\_  
 is spent in Cache County (Indoor and Outdoor)? 6 - 10% \_\_\_\_\_  
 11 - 25% \_\_\_\_\_  
 26 - 50% \_\_\_\_\_  
 Over 50% \_\_\_\_\_  
 Don't know \_\_\_\_\_
27. Approximately what percent of your recreation time 0 - 5% \_\_\_\_\_  
 is spent in Logan City (Indoor and Outdoor)? 6 - 10% \_\_\_\_\_  
 11 - 25% \_\_\_\_\_  
 26 - 50% \_\_\_\_\_  
 Over 50% \_\_\_\_\_
28. Which facilities have you used in Logan?

29. In general, do you personally feel that there are sufficient recreational facilities provided in Cache County or do you feel that there is a definite need for improvement in this area?
- Sufficient facilities \_\_\_\_\_  
 Possible need for Improvement \_\_\_\_\_  
 Definite need for improvement \_\_\_\_\_  
 Don't know \_\_\_\_\_

Please pick the three areas under each category which are most important to you in which Cache County should be most concerned about and rank them #1, 2, and 3 with #1 being the most important.

COMPETITIVE RECREATION

30. Volleyball	1 2 3	Wrestling	1 2 3
Handball/Racquetball	1 2 3	Track and Field	1 2 3
Softball	1 2 3	Basketball	1 2 3
Tennis	1 2 3	Flag Football	1 2 3
Soccer	1 2 3	Swimming	1 2 3

INSTRUCTIONAL RECREATION

31. Gymnastics	1 2 3	Aqua Trim	1 2 3
Racquetball	1 2 3	Youth Wrestling	1 2 3
Learn to Swim	1 2 3	Archery	1 2 3
Tennis	1 2 3	Body Boogie	1 2 3
Arts and Crafts	1 2 3		

INFORMAL RECREATION

32. Basketball	1 2 3	Ping Pong	1 2 3
Volleyball	1 2 3	Billiards	1 2 3
Jogging	1 2 3	Softball	1 2 3
Bicycling	1 2 3	Racquetball	1 2 3
Hiking/Walking	1 2 3	Tennis	1 2 3
Teen Center	1 2 3	Public Swim	1 2 3
Badminton	1 2 3	Summer Playground Program	1 2 3



33. Finally, are there any comments you would like to make regarding Cache County Recreation?

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34. Sex      Male \_\_\_\_\_ 1  
              Female \_\_\_\_\_ 2

35. Age      13 - 17 \_\_\_\_\_ 1  
              18 - 25 \_\_\_\_\_ 2  
              26 - 32 \_\_\_\_\_ 3  
              33 - 40 \_\_\_\_\_ 4  
              41 - 50 \_\_\_\_\_ 5  
              51 - 64 \_\_\_\_\_ 6  
              Over 65 \_\_\_\_\_ 7  
              Refused \_\_\_\_\_

36. Marital Status      Married \_\_\_\_\_ 1  
                               Single \_\_\_\_\_ 2  
                               Widowed \_\_\_\_\_ 3  
                               Divorced \_\_\_\_\_ 4  
                               Refused \_\_\_\_\_ 5

37. How many children are living in the home?      0 \_\_\_\_\_ 1  
   1 - 2 \_\_\_\_\_ 2  
   3 - 4 \_\_\_\_\_ 3  
   Over 4 \_\_\_\_\_ 4  
   Refused \_\_\_\_\_ 5

38. How long have you lived in Cache County?      Under 1 year \_\_\_\_\_ 1  
   1 - 5 years \_\_\_\_\_ 2  
   5 - 20 years \_\_\_\_\_ 3  
   Over 20 years \_\_\_\_\_ 4

39. Could you tell me your approximate annual family income:

Less than \$8,000 \_\_\_\_\_ 1  
 \$8,000 to 12,000 \_\_\_\_\_ 2  
 \$12,000 to 18,000 \_\_\_\_\_ 3  
 \$18,000 to 25,000 \_\_\_\_\_ 4  
 More than \$25,000 \_\_\_\_\_ 5  
 Refused \_\_\_\_\_ 6

40. Your town of residence \_\_\_\_\_

Appendix B  
Corporate Questionnaire



7. Should your corporation receive publicity as a result of its philanthropy?
8. What constitutes a good presentation from a solicitor?
9. Have the presentations that have been made to you been professional?
10. Have they asked for donations strictly on need?
11. Have the solicitors used visual, graphic presentations?
12. Under what conditions would your corporation/division entertain a proposal for a recreation project?
13. How do you feel about private corporations being asked to replace Federal programs?
14. What type of individual (friend, board director, etc.) solicitor would you be most receptive to?

KEYWORDS

Appendix C  
Corporate Interviews

## Corp A

Plant Manager,

Products--Computers, Machines, Forms  
International--20,000 employees  
278 employees

Philosophy of giving? Logan submits \$3-\$10,000 in requests each year to national headquarters. Manager screens each request. Most requests are small and based on need. Recently, the most professional presentation was one for the new hospital. It described how employees would make use of the new facilities and geared the corporation's giving to that use. (Positive approach.)  
Most requests are very unprofessional.

Have you ever been asked for recreation contribution? No. Would definitely consider a YCC commitment. Manager does feel that local (city, state) needs will have to be met through corporate giving. He said Pres. Reagan has asked for this commitment.

What is most important reason for giving? "How it will benefit my 278 employees!" It is important to know the needs of my employees. What are they active in? In recreation, for example, we have 2 golf teams, softball teams etc. Know how they (employees) spend their leisure time. Very few solicitors have had "hard" information.

Is it important to get publicity? No. Corp A is very low key. Doesn't want much publicity. It could backfire. Employees might think if we are giving all this money away they should have higher wages. Also, programs may turn punk leading to negative publicity.

How are you normally contacted? A letter, or phone call, but face to face is best. I like it all tied up in a neat package--the hospital presentation was very professional.

What about face to face presentations? The best presentations are graphic--they show me a picture, or short video. Keep presentation concise. Make the presentations easy to understand. What percentage of my employees will use the facility. How will my employees benefit.

How difficult is it to get money from the corporation? They gave the hospital most of what it asked for. But it must be asked for. Many organizations ask for so little. Of course the bigger the corporation the more red tape in the corporate office. Important to make a good presentation the first time.

What about your own personal opinions on local recreational needs? Not too many. Locally we have good facilities. Would like to see a good outdoor swimming pool. YCC is a program I think I would buy.

KEYWORDS: Employee Benefit                      Professional presentation  
                    Low Key Publicity                      Info about company  
                    Positive Approach                      Graphic

## Corp B

Corp B is a part of a large parent corporation. It is a very conservative corporation. It looks for a return from its giving in the form of community respect. It will not deal in any matters that are controversial such as sex or violence. Most of the local giving is first reviewed by Manager and then is requested of the corporate Foundation. Parent corporation also has a foundation and gave \$40,000 to the new hospital. That was the only gift to Cache Valley from the corporate foundation.

Last year Corp B gave \$5,000 plus employee matching funds to the United Way and an additional \$10,000 to employee community ties (\$2500 to Richmond Ballpark lights). Manager tries to divide these funds between as many various communities as possible. He requests the funds directly from the Corporate Foundation. They normally approve of his requests.

The manager feels there has to be a balance between government/corporate and private support for all philanthropy giving. Corporate philosophy is to let the local managers make all their own decisions. In today's economy there isn't as much to give away as in past years. Corporation's first obligation is to make a profit for their stockholders. Only excess profits can be given away.

Corp B has supported local library programs, youth programs (in Preston) and the Logan zoo. They definitely have supported recreational programs. Corp B wants to be sensitive to community needs. Any recognition is only a token. Recognition should be only toward their high quality products and a good community atmosphere for employees. Need for solving social issues in the community is very important. From these actions they will receive community respect.

Professional people should make the presentations. Company's doctor asked for the new hospital funds. University people have asked for scholastic help. But it does not have to be professional. Local leaders who are aware of particular problems (Richmond ballpart lighting) can ask just as well. Doesn't have to be a fancy presentation, just a real need and no high pressure. Visual, graphic presentations have not been used but would help.



If Federal government produced the correct business climate and profits would increase then industry proportionately would be giving more dollars. Government could give tax credits for particular programs which would improve the corporate bottom line.

The last thing Corp B wants to do in a giving program is to create a controversial situation. Non racial or sexist. If manager gives to men's softball team he will also give to women's. Parent corporation and Corp B want no negative labels attached to their philanthropy programs.

## KEYWORDS

Community respect	Employee community ties
Obligation to make profit for stockholders	
Sensitive to community needs	
Atmosphere	No high pressure
Tax credits	No negative labels

## Corp C

Corp C's products' parent company is in Atlanta. They have a fund that gave \$25,000 to the new hospital over a 5 year period. It is the only gift that has been given to Cache Valley through Atlanta headquarters.

The manager makes a budget each year and although he wouldn't reveal a firm figure I would guess that around \$2,000 is given annually. They give to the United Fund, Boy Scouts and some local Preston Youth group (better than 50% of their employees (350) come from southern Idaho, almost no one from Logan and manager seemed pleased about this). His budget is sent to Appleton, Wisconsin. He says most of it is approved.

As such Corp C does not give to recreational programs because the company sponsors ski, baseball and bowling programs for their employees and they (employees) are the most important element of the company. Any giving that Corp C does for community services is to help the employees and maintain a favorable image. Company wishes to maintain a low profile image. Corp C would never get rich on the sales of its products in the Cache Valley area so giving is not geared to create a sales image.

Manager said that the only presentation that was made to him in a professional posture was made in behalf of the new hospital and USU. If he was presented with a visual or graphic presentation he would resist it. It would be like a high pressure sales approach. (Manager is really very low key!)

Manager would possibly be in favor of a recreational project if it would be used by his employees. He felt that corporations helping to replace federal programs was in a "gray area." Depended on the project but he really didn't anticipate Presto contributing much more than it is now. He would prefer a friend calling on him as a solicitor. He is an original Utahn!

## KEYWORDS

Favorable Image

Help employees

Low key

## Corp D

X Bottlers Inc. of SLC is the parent Company with 1500 employees. Logan branch employs 16 and has been in Logan for 72 years. Distribution of many brands of soft drinks.

Each branch manager is given a budget for corporate giving. It is split between philanthropy and miscellaneous advertising. The managers are told to stay away from the small \$10-25 donations. Since corporation has recently purchased Logan branch, they are primarily interested in creating a good/new image. For each \$ given they need to get value--publicity and trademark exposure.

Corp D of Logan has just completed the promotion of the Cache Valley Bicycle race. They got good exposure for their dollars. Last Thanksgiving they promoted a USU basketball classic. Spent a lot of money but got very few people to the games. It was not a good promotion, X Bottlers statewide is promoting ski races, sportsman events (fishing and hunting). Logan gets some local sponsorship this way. They have been asked to sponsor softball teams and they will if their employees are involved but they didn't this year.

They did give \$9,000 to the new softball quadriplex softball field and in turn received a 10 year contract to supply soft drinks to Logan City recreation events. Trade Off Contract. Of course their name is in big bold letters on the scoreboard. They need and want publicity.

Most of the solicitors are not professional. Some USU professors have asked for funds and they seem to know what they are talking about. No solicitors have used visual or graphic presentations but those kinds of things would turn him on. He would entertain a proposal for a recreational project if it would enhance their image and give them alot of publicity. YCC program would not be for them. Sponsoring a foot race with local TV coverage etc. would be their type of program.

Manager felt that corporations should not replace federal programs with dirct dollars. He felt that coporations could buy "passes" (to recreational centers, national forests etc.) and give them or sell them at reduced rates to their employees, customers etc. Trade off? Company name, of course, would be printed on the passes.

## KEYWORDS

Passes

Publicity

Trade Off

Trademark Exposure

## Corp E

Local Logan company is a division of the parent company. Logan division employs 180 people and is expected to increase that number in the near future. Corp E is headquartered in Riverside, California and internationally employs more than 6,500. Their products are all electronic components. Logan division makes only one type of resistor for these component parts. Highly specialized. There is no market for their products in the Cache Valley area.

Manager was very receptive to our survey. Corp E has been in Logan a little over a year and has been solicited only a few times. Company has a foundation located in California and each division i.e. Logan, has a budget for philanthropy. He doesn't know what the maximum of the budget is because he has only been asked to give very little. He has given to Scouts, Red Cross, school bands and since the donations are small has used the employee welfare fund for such giving. If a large donation was proposed he would approve and then send it to corporate headquarters. The only gift given in this way was the 1981 United Fund. They approved the entire amount that was asked for. Manager thought it was a couple thousand dollars. He did say that the approach was professional. The company does support bowling, basketball, golf and passes to the recreation center for its employees.

Corp E is a very conservative company. He feels their giving would be low key. They are new and want the good citizen image. Their giving would be based on public relations--not publicity. Logan division really has not developed a philanthropy philosophy yet.

Manager a professional presentation. Visual and graphics if not overdone would help that professional image. I explained the YCC program and he seemed quite receptive. He said to make a presentation. I felt that here was a company just waiting for a good presentation so that they could give. He did feel that a good recreation program should be beneficial to many people. The Logan Zoo was his personal hot button. A good cross section of the population is served.

With the federal government abandoning many programs, manager felt that the bad ones would be weeded out. Then the corporations, if they are in profit posture, could support the beneficial programs. This company has a vast potential for corporate gifts.

KEYWORDS            Good Citizen        Low Key            Public Relations

## Corp F

Logan plant which produces cheese employs a little over 300. Headquarters for parent company are located in Greenbay Wisconsin and internationally, the company has 3,000 workers. The Cache Division has been in operation for 10 years.

Corp F has a foundation which is the major source of funds for philanthropy. Each plant gives locally with small contributions coming from a general account. All major contributions (\$100 or more) are approved by the General Manager of the individual plants and then sent to Greenbay for final approval.

The corporation basically supports educational program, health and welfare programs (such as the Logan Hospital). It does not support political organizations or, as far as manager knew, recreational programs. United Fund giving and a scholarship to USU Dairy Science Dept. are approved at corporate headquarters. Red Cross, Blind, Handicapped and local school programs are approved by manager. The company does sponsor employee teams such as softball and bowling. The funds come out of the personnel relationship account.

Good community and employee relationships are the major goals of Corp F's giving policies. They take a low profile towards publicity.

When Corp F reviews a proposal the main concern that manager looks at is the organization's ability to perform the service it tells the donor it will complete. A second concern that manager reviews is the bottom line of any program: "Will it improve people and their lot?"

Manager feels the following must be a part of a good presentation:

1. Clear and concise facts pertaining to the needs of the program.
2. The solicitor is obviously knowledgeable about the program.
3. 100% of the funds can be accounted for.

Replacement of federal funds should be made from two sources: local community tax base should provide the basic sources of funds; corporations should selectively provide funds for programs they feel will benefit their community and employees. The other programs should be selectively discarded.

KEYWORDS            Community relations            Employee benefit

## Corp G

Corp G manufactures automobile seat covers and accessories. They employ 120 people and have been in business in Logan since 1974. Their company has grown each year.

Their philanthropic philosophy is quite simple. Their giving depends on what they have left over to give. Their budget last year was probably \$500. At least half of that amount was donated to the United Fund. They supported Boys State and a local marathon race. President said that their first responsibility is towards stockholders. They must have a return for their investment. At this point they do not support company teams but He said he has recently been asked by a group of employees to sponsor a team and they will.

Publicity is not important. Benefits to the employee should be the direct results of philanthropy. They should have a favorable image in the community. Many people in Cache Valley buy company's seatcovers but most of their sales are out of state.

President said he could act very altruistic about philanthropy but the end results would be "How many points can I get for my money?" Most people won't be this honest. He also feels that a fine line is drawn for various types of giving. Are the dues I pay to the Chamber of Commerce really doing my company much good?

President stated that he was solicited quite often. "There are more causes than I can possibly support."

He felt that the best presentation made was by United Way. They used an effective visual presentation.

President felt his company might support a recreational program but this year they are having a hard time satisfying stockholders. He hoped that some day Corp G would be large enough to support a foundation. I would judge that to be an admirable goal.

KEYWORDS

Stockholders First

Employee Benefit

## Corp H

Corp H is a meat packing operation. They employ 750 people and have been in business since 1935. They pack beef.

Manager said that their corporate philanthropy is based simply on employee benefits. Their budget varies from year to year and it is based on the previous year's profits. This year little giving would take place. They are very hesitant about a great deal of giving even in good years. They do very little promotion in this area and what they do is low key. Their business is 95% wholesale.

Corp H has given to Special Olympics, Cattlemen associations and to the United Fund. Small donations to the Red Cross and school activities have been made.

When company does give the question is asked: How will we be benefitted and are we making best use of our funds?

Company does support company softball teams but only for their employees. They also sell discounted recreational center passes to their employees.

The solicitors that have approached Corp H have not been professional. They are local people and do not ask for funds on a national level. Most of them are looking out for themselves, for their needs--not company's needs. A few solicitors have used visual aids but they were not professionally done. Manager said he personally was suspect of many of the solicitors and was very careful in his giving.

We talked about the YCC program and manager said Corp H would have to weigh the benefits. This year may not be the best one to approach his company because of low profit margin.

When I asked him about the loss of federal programs he said there was probably good reasons for the cuts. If the corporations do support old and new programs, the important thing to the corporation is the bottom line. "What's in it for my company?"

KEYWORDS

Low Key

Employee Benefit

## Corp I

V.P. Public Relations and Financial Advisor

Corp I is the parent Co. and employs approximately 275 people. They have a small plant in Beaver, Utah, which has an additional 35 employees. They have been in operation since 1938.

Philanthropy is based on multi level giving. First is small giving to local organizations such as school bands, boy scouts etc. These dollars that are donated are charged against an advertising budget. The second level of giving has been to the United Fund, 4-H Clubs, local community projects that benefit more than one segment of the population. The contributions are larger and are applied to a budget for philanthropy. The employees should receive the biggest benefit from this level of giving. The third level is geared to research and scholarship. In the long run this giving should help the company by helping to find better methods of production, improved technology, and future trained personnel. This type of giving always has a long term benefit attached. It is always low key and receives little if any publicity.

Recreational programs have received sponsorship. Cache Valley Dairy has supported bowling, golf and softball teams. But recreational programs, directly, have not received dollars from Corp I.

Presentations should be based upon need. Professionals can get programs across without aid of visual or graphic presentations and these often add unnecessary cost to a presentation.

Private corporations can and should be asked to replace federal programs but it does depend upon the program. Some types of programs do fit into the corporate framework. Others do not. More scholarships will be needed to offset the cuts in the educational programs.

V.P. for Public Relations is an accountant and his thinking clearly shows his professional background--methodical, conservative and of few words. It was hard to draw out information from him.

## KEYWORDS

Multi-level giving

Employee Benefit

Long-term benefit/low key

Scholarships



## Corp J

President, Headquarters--Logan 160 employees Cheese products  
42 years

Company has given considerably. Did not want to disclose the amount given last year or in past years. President wanted to give me his corporation's background. Very proud. Started working with Cache Valley Cheese. Built CVC into the largest Swiss Cheese producer in the world. He was told it was impossible. When he decided to form his own company CVC and dairymen tried to discredit him in every way possible.

His giving was and is done to create a good public image. People want to buy from such a company. People want to work for a company that has a good image. It has taken many years to improve that image but he feels they now have it. Even the university sided with CVC years ago. By supporting the American West Festival the president gained USU approval. (I think he also relates to the pioneer concept of the festival and his own struggle in the valley.)

Corp J gives in small amounts to the Red Cross, United Fund etc. The company did not give to the hospital fund but privately the president gave. He did not want to duplicate his giving. Publicity is only good when it enhances the public image.

A good proposal should have an impact on the whole valley. It should also help an area that has been neglected. He feels that Cache Valley has few areas that have been neglected. They do give dairy products to local welfare programs, unemployed people and the handicapped.

President does not feel that solicitations in the valley have been "over done." He also feels most presentations are not very professional. USU presentations are the best but nobody has used visual aids etc.

He would entertain a proposal for recreation if an area needed help and it did enhance the company's image.

I used the YCC program as an example and he said that we do have "boy scouts." When asked about the Federal government getting out of many programs the president felt that the Feds shouldn't be doing what we can do as parents. Feds shouldn't have been in many of these programs in the first place. Corporations can help where there are real needs.

KEYWORDS:           Public Image           Whole Valley

## Corp K

## President

Corp K is a local Cache Valley firm employing 225 people. They have been in the meat packing business since 1933. Up to a few years ago they were primarily packing beef. Hogs, recently, have become a large percentage of their business.

President rated company as a very conservative company. They do have a budget of approximately \$3,000 allocated towards giving to local organizations. He said that their limited giving was predicated upon circumstances. First of all, many of their employees are LDS and most of management are too, so individual contributions to the church are heavy. The corporation thinks in terms of individual church giving rather than corporate philanthropy. Secondly, he said that if the corporation gave too heavily toward a particular project the employees would know and demand higher wages. Thirdly, their giving depends on their profit margin for the year. Right now they are at the low end of the scale.

Last year they gave to local rodeo events, 4-H organizations, a fairly large contribution to United Fund (have a payroll deduction for employees.) They did give a light post to Hyrum sports arena. Boy scouts and local school activities are also supported. Corp K does sponsor company softball and basketball teams.

Corp K has just incorporated a new logo. President said it was important that this new logo was brought before the public. A promotion campaign might be tied together with philanthropy. It would have to benefit the company and bring back some type of reward.

Most of the solicitors have been local individuals. The hospital group had the most professional approach although he seemed to think they only contributed \$250. Visual and graphic presentations have not been used according to him.

We talked about the YCC program and he seemed to like the idea. He felt it was important that employee children could be used and that the work might be in an area close to Hyrum -- Forest areas, at least, that are used by Corp K's employees.

Private taxation plus some corporate philanthropy would be the primary method for replacing government programs. He said as a community, state and a nation we would be forced to be more selective.

KEYWORDS

Benefit to corporation

Benefit to employees

## Corp L

## V.P. &amp; Public Relations Manager

Corp L is a large cement and concrete supplier for northern Utah and southern Idaho. They employ about 400 during their peak season. Headquarters are in Logan and they have been in business since 1934.

The vice president said his company "believes in philanthropy." They gave \$10,000 to the new hospital two years ago. They support a USU scholastic scholarship each year. They have contributed their products for various causes such as the expansion of the USU football stadium last year. 4-H, Rodeo and United Funds are among a few of their many contributions last year. He wasn't sure but felt 1981 contributions were well over \$10,000. They do not have a budget and take their contributions one year at a time. He felt this year would be light because of the heavy cutbacks in the building trades.

Corp L does support bowling and softball teams for their employees.

Why do they give? They want to keep their name in front of people. In this case the vice president was referring to his customers. The company has a tradition of giving away fancy belt buckles to their best customers. He showed me his. Its big with a cement truck embossed on it. Looks good with a pair of designer jeans. I guess women don't buy cement.

When I asked the vice president what constituted a good presentation he said he did not want the solicitor to waste his time. Don't BS me with facts I already know. He felt it also helped the manager in making a decision if there had been some newspaper coverage prior to the presentation. He looks for the involvement of his own employees in the project either as participants in raising the funds or as benefactors of the program.

Its about time we lost federal support. Now we can sift out what is really needed. We will have to increase our local tax base but control will stay local.

## KEYWORDS

Employee Benefit

Keep Name in front of Public

## Corp M

## Vice President--Finance

Parent Company is headquartered in New York. The entire corporation employs 350 people of which the Logan Manufacturing company comprises approximately 250 individuals. The company manufactures snow grooming equipment and sales are international.

Corporate philosophy of giving is based on habit. Boy Scouts, Heart Funds, local handicapped organization. Once you get in the habit of giving you give to the same organizations each year and close to the same amount. All local giving comes from petty cash accounts. Any major contribution would probably have to be approved by the president himself.

The Logan company does support its employees in team sports such as softball, basketball and bowling. Last year they did support a foot race but the vice president feels they won't do that again! Very few employees ran and the publicity and image really was not a plus factor for Corp M.

Corp M of Logan is more concerned with the good will of its employees rather than publicity. They sell very little locally.

The vice president felt that very few people actually solicit his company. Mostly organizations and high school students do the calling. Can't remember any real professionals. Doesn't remember any graphic presentations. Felt that they would give to a recreational program if many of their employees were participants and would benefit. YCC program didn't seem attractive or broad based enough.

A company must be highly profitable in order to give large amounts of dollars to replace government programs. It is neither the right time or place for Corp M to be a large donor.

KEYWORDS

Habit

Employee benefits

## Corp N

## Vice President and General Manager

Corp N has been actively engaged in the production of electronic measuring components for the past 16 years. The headquarters are in Logan and employ 50 people; its sales are international.

The vice president said that his company has a responsibility to give but probably contributes less than \$1,000 per year. So much of their capital is plowed back into the company and this year's sales have been down; giving has probably been cut back even further. He said that all the officers of the corporation are LDS and most contribute quite heavily to the church. He said that church contributions should not limit corporate activity but they do.

Corp N does give to Red Cross and the United Fund. They also give to the blind and hard of hearing. The biggest contribution the company made was to the new hospital two years ago. Their giving was in the form of 3,000 pieces of medical equipment to the hospital lab. This equipment had been produced by them.

Company employees do not seem to be interested in team sports. They have not sponsored teams in the past but certainly would if employees expressed a desire.

Corp N is not interested in publicity from its philanthropy but in good will. United Way makes a good presentation each year but he felt very few solicitations are professional. Most organizations do contact the company for face to face interviews. Most solicitors use the telephone or letters to approach donors. Summer Camp for the Blind used a flip chart as part of their presentation. The vice president was impressed enough to donate \$100 last year.

The vice president felt his company would support a recreational program and seemed to feel that the YCC program offered some further investigation by his firm.

As far as federal programs, he felt the less involvement by the feds the better for our country. Local tax and funds from corporations should replace federal programs. When the feds supported these programs we never really saw where our tax dollars were going. If we are taxed through local taxes we will know where the money goes. Are you sure Mr. V.P?

KEYWORDS            Good Will

## Corp O

## General Manager

Corp O has been producing printed circuits since 1973 and currently employs 52 people. The manager said company does make small donations. Last year they probably contributed less than \$100. They gave to High School Bands, Logan Swim Team, United Fund and probably a few other organizations that he couldn't identify. They do sponsor a company softball team but have never given heavily to major recreation programs. Manager also doubted that his company gave to the new hospital. Most of the solicitors are "come through the door types, local people with little professional fundraising techniques." No one has use visual or graphic presentations as far as he could remember.

I explained the YCC program and the manager felt they maybe could hire employee's children and use them around the plant to clean up. Maybe this is his impression of a forest experience!

The manager felt that the states should be carrying out all the recreational programs. Corporations are taxed enough. Let the people who use the facilities pay for them. He could not see when his company would ever be in a position to contribute heavily to any type of program.

KEYWORDS            Small, local giving

## Corp P

Vice President, Finance

Corp P manufactures electronically controlled display signs. They employ 66 and are headquartered in Logan. The company has been in existence for approximately 10 years.

Their corporate philosophy concerning philanthropy is very simple: "We don't give." This is not 100% true because in further questioning the vice president admitted they have given to the United Way (small amount). They support trade organizations (which Von considers giving) and also the employees have given blood (I suppose to blood banks, but maybe to the company.)

He did not know what total giving had been last year but he supposed it was less than \$100. One of the few companies I interviewed that did not support company sports teams. The vice president did not think his employees were sports minded. A couple of years ago they had a V.P. who was involved in sports so they had teams. He thought that maybe in the future teams would again be sponsored. The only large gift that he remembered the corporation sponsoring was a scoreboard to the university. This was in the early days of the company's operation and the company does not presently look to putting its name in lights.

The vice president said that no professional presentations had been made to him and his corporation would not entertain a proposal for a recreation project.

When asked about corporations replacing government programs, he didn't think corporations should get involved. Just like people pay for roads through special taxes recreation facilities should also be supported. Government should be kept out of our hair. Government has had too much control in the past. It is much better for states to be involved in individuals' lives.

I had the feeling that the vice president really protested this interview. He was the first individual I interviewed that appeared to do battle with every question I asked. Good luck to you and your corporation; I am sure in future years you will need it.

KEYWORDS

Doesn't believe in philanthropy for his company!

## Corp Q

## Vice President

Corp Q is headquartered in Logan. Employment includes 40 individuals, many are engineers, and the company manufactures electronic units used in the agricultural field to measure rainfall, wind, temperature variations and humidity. The company started in 1974.

The vice president oversees all corporate giving and is currently heading up a fund raising campaign in the college of business at USU. He was probably the most articulate individual concerning fundraising that I have interviewed to date. Corp Q has a very well defined corporate policy. First of all, they give only to primary sources. Those organizations wishing funds must come out and ask for them. Solicitors must be a part of the organization for which a request is being made--no "hired" professionals--only volunteer or organizational solicitors. Secondly, the organization must be able to show where the funds will ultimately be used. The end use must be identifiable. Must be used by a specific group of people. The company will not give to United Way because of above reason. Thirdly, the money must be controlled and Corp Q would like an accounting of the end usage of the funds. Most importantly, the company wants to see the "pay off", results, who or what received the benefits. Sounds like the V.P. has read some good fundraising books.

Corp Q hasn't given a great deal each year. Between \$1,000 and 2,000. They have given to the blind and the March of Dimes. They have supported a scientific engineering scholarship of \$500 at USU each year. They have hired agricultural engineers from USU and have seen results of their investments. The vice president feels that agricultural research would give a "pay off" in the form of more knowledgeable students. They have never supported recreational programs but would consider them provided they were consistent with their philosophical framework.

Corp Q is still relatively unknown in the valley and would not mind some low profile publicity. Their market is not local but publicity might help to attract some good personnel.

The vice president feels a good presentation explains specific goals and a good knowledge and understanding of the benefit to be gained by the company, community, customers, employees and students. Again specific goals are the guts of the presentation.



The presentations made have been far from professional. There has been little contact other than through the mail or telephone. United Way has been most professional but Corp Q didn't buy. Some of the printed information the University uses is good but very little video etc.

The vice president feels that there has been great inconsistency with government programs. Many of the early programs that were good such as aid to education are being cut first and many of the social programs we could do without will remain in the budget. Hopefully the government programs that have been cut will eventually filter out the programs providing little benefits.

## KEYWORDS

Low Profile Publicity

Specific Goals

Direct Giving

Education

## Corp R

Corp R is headquartered in Logan. Their work consists of many Federal grants to evaluate environmental conditions. They work primarily in the western states (west of the Rockies). They employ only 10 full time employees but all have a MS or PhD degree. They use many university professors as consultants. They have not laid off any employees but this has not been financially the best of years for the corporation. They moved into their new home a year and a half ago and are finding it difficult to maintain these quarters. The company has been in business for 6 years and has hopes of expanding their operation.

Corp R's philanthropy is very limited. Last year they gave to organizations such as the Red Cross, Blind, Lions Club etc. They did not contribute to the new hospital. Their giving is based on personal bias. They will give to local community groups but not to national organizations. This year they are more concerned with just making ends meet. At one time they supported softball and basketball teams but most of their employees travel and are seldom around.

If Corp R gives in the future it will be because they feel an obligation to community service. They will have to make a good solid profit before they will start a giving program.

Those who have solicited donations in the past are not considered professional. A limited amount of visual/graphic aids were used. The president felt that "good" graphics would certainly enhance a presentation. When I asked him about private industry helping to replace some of the past federal funding he said he felt that he was representing most of the individuals in the company in stating that corporations should not and cannot replace federal funding. He felt that its about time individuals paid their own way. User fees should be the entrance to parks, recreational facilities and even public playgrouns. He seemed so strong on this point I felt it best not to question him further about the unemployed, disabled, disadvantaged etc. Interestingly enough Corp R's business is primarily dependent upon government contracts and grants.

Small corporations act and react very differently from large corporations.

## KEYWORDS

Personal Bias

Community Service

## Corp S

## Owner

Corp S employs 20 people who make cabinets for commercial buildings such as schools, churches and public buildings. From the way the owner spoke they have been doing this in Cache Valley for the past 200 years and have earned every penny they have made--not like the "university who have 3 supervisors for every worker." He said he didn't want to "unload" on me and then he continued. "We pay taxes to support the university and then they rip off all us town people." The owner said he really didn't have anything real bad against the university except nobody works "up there."

The owner's partner gives to the university. As a corporation they have no giving policy. They give to people who come in the door and catch them in a "rare" good mood. Small amounts have been given to high schools and United Fund. The owner has one philosophy--don't give too much!

Corp S does sponsor an employee softball team. They don't win very often.

The owner said that many of the solicitors he has met were unprofessional, especially those from the university. They are the worst.

Recreational programs really don't turn the owner on. How about corporations being asked to replace federal programs? He said we are taxed to death anyway. Most people are looking for a free handout. People must learn to work. This was the next to my last interview and I am glad it was not my first!

The owner is ready to retire.

KEYWORDS           Philosophy--Don't give too much!

## Corp T

## Manager

Corp T employs 9 people. They have been located in Logan for 6 years. They manage a complex of stores.

Corp T gives more in the way of products and services than they do in hard cash. Larger contributions are directed to their parent company in SLC which is a development corporation. They have given to the USU Athletic Dept. and the Logan Hospital in past years. The manager felt that they have seldom been asked for large contributions. As far as their local budget the corporation has no set policy. They use gift certificates normally in \$5 denominations as donations. The certificates are good in any store and are used as promotions as well as donations. They may sometimes sell the certificates to organizations at 50% of value. Certificates help to keep the company and its stores in front of people and it also creates good will from the organization.

At Thanksgiving last year Corp T gave away 5 turkeys to needy families. Many times they have let organizations use their facilities to sell products. Last year the Boy Scouts brought a trailer load of fish from Alaska and Corp T let them sell the fish on their premises, without charge. It helped the Boy Scouts and also helped other stores by publicizing the fish sale. This "land use" donation works both ways.

"The bottom line for these promotions is a better image for the company and their clients, the stores and shops."

Solicitors that have called on Corp T are local and not very professional. United Fund has always made a good presentation and what the manager likes best about their proposal is that you can ear mark where your donations are to go. "You have a choice to distinguish the area of personal preference."

He felt that YCC seemed quite feasible but that this type of philanthropy would have to be handled by the parent corporation.

Federal funds should be replaced on a local community basis. Forget federal replacement. Let the communities decide what is important and then ask corporations to supplement the tax base. Communities know best what they really need as long as needs are developed by a fair representation of groups within that community.

Appendix D  
Proposal and Cover Letter

1560 North 1770 East  
Logan, Utah 84321

January 12, 1983

&title&  
&company&  
&addr1&  
&addr2&

Dear &name&,

In the spring of 1982 you were very gracious to spend time with me answering questions pertaining to your corporate giving practices and philosophies.

Many of the corporate managers with whom I visited expressed a desire to participate in programs that would benefit their employees and the "quality of life" in Cache Valley. One special program, the Youth Conservation Corps, administered by the Forest Service for the federal government, received unanimous support from the corporate managers, as well as local citizens and city/county administrators. The YCC had served Cache Valley for five years by providing summer employment and valuable training for our youth and, simultaneously, these youths supplied the community with improved national forest recreational facilities. Funding for the YCC program no longer exists; the proper maintenance of these facilities is impossible.

The federal government is asking corporations and individuals to form partnerships with its many agencies to fund and support valuable local programs. Our local Forest Service Ranger, M. J. Roberts, and his staff, eagerly await "corporate volunteers" to begin a new "Cache Valley Volunteer Conservation Corps" for the summer of 1983. This program can serve as a national model.

We hope that &corp& will support us in this effort. I will call you in the next few weeks to set an appointment and answer any questions you might have.

Sincerely,

Joel H. Staub

#### NATURE OF THE REQUEST

Corporations will be asked to volunteer the services of youths, ages 15 to 18, to revive a U. S. Forest Service summer work/training program which will be known as the "Cache Valley Volunteer Conservation Corps" (CVVCC).

The Cache Valley program is requesting 12 youths, two youth leaders and one young adult supervisor for an eight week period starting in mid June of 1983. The boys and girls will receive minimum wage based on a 40 hour week for eight weeks.

The corporations will be responsible for the selection and wages of the trainees. The Forest Service will administer the program and be responsible for directing work and conservation education of the youths. Based on the current minimum wage the request for volunteer services amounts to \$16,080 or \$1,072 per volunteer. In addition to the above request \$2,000 is needed to repair, maintain and operate a Forest Service bus that will transport the youths to the various project sites. The total Cache Valley request is for \$18,080. Twenty corporations will be asked to support this endeavor.

#### BACKGROUND

The Youth Conservation Corps (YCC) was started nationally in 1976, funded by the Department of Interior and the Department of Labor and administered locally by the Forest Service. The YCC became one of the most successful youth training/employment programs in Cache Valley. The only disappointment in its five year history was its annual limit of 50 enrollees. Many more

youths applied than could be accommodated by the Forest Service. The program ran for eight weeks each summer.

The 50 trainees were divided into groups and projects were coordinated between group leaders and Forest Service specialists. The trainees prepared for each day's activities by jogging and exercising. Projects were limited to two weeks so that enrollees received a broad experience in range, recreation, fire prevention, watershed restoration, trail and timber management. Some of the projects were "hard work" and "dirty" such as campsite cleanup and "rocking" river beds. Others involved carpentry and building skills for bridge and trail construction. "Pure fun" included construction of fish pools and one week "survival" camps (during which much work was accomplished.)

Ranger Roberts, Logan District Forest Ranger, related that the personal development of the youths "had to be the most rewarding aspect of the program." They developed "team effort, skills, safety consciousness and job hazard awareness, but, above all, a work ethic that would endure a lifetime."

1980 was the final summer of the YCC program. Federal funding ceased to exist. Ranger Roberts said that the old bus remains, tools used by the YCCers, although a little rusty, are waiting to be handled and put to work again, and, best of all, with a twinkle in his eye, Roberts enthusiastically emphasized that all the Forest Service personnel who directed the successful YCC program eagerly await this summer's challenge.



#### CURRENT NEEDS

In 1982 two different needs surveys were conducted locally, one in Logan by the Recreation Center and the other in Cache Valley by the Utah State University Recreational Resource Department. Both questionnaires wanted to determine the most important social and recreational needs as perceived by the local population. Both surveys overwhelmingly cited youth employment and training as being the primary need in this valley. The surveys were randomly conducted and no doubt many corporate employees were participants.

I conducted a personal interview in the spring of 1982 with many corporate managers in Cache Valley. They reaffirmed the needs exposed by the surveys.

The other obvious need is to improve the local Forest Service's resources and facilities. Dollars for additional manpower are unavailable. Ranger Roberts believes that the CVVCC will be an invaluable source of manpower to solve some of the more urgent needs.

#### SIGNIFICANT FEATURES OF THE CVVCC

- The local revitalization of a successful program that has lost its federal funding
- A youth training/work day program that will instill cooperation and a work ethic as a base for the youth's future
- The provision of services to the community that the Forest Service is unable to provide because of limited funding-- building and maintaining facilities that many Cache Valley

residents use and enjoy such as hiking trails, campsites and fishing areas.

- A model of a new partnership involving cooperation between corporations and the local Forest Service. A successful program might be used as a national example.

#### CONCLUSION

The future quality of life in Cache Valley is dependent upon valuable standards instilled in our youth. Cache Valley has already enjoyed many rewards from the successful Youth Conservation Corps program. All the "tools" are still on hand to initiate the new Cache Valley Volunteer Conservation Corps except for the youth volunteers which you must provide. We very much hope that this appeal will be favorably considered by &company&.

Appendix E

Corporate Commitment to CVCC Program

## Corporate Commitment to CVCC Program

## Corp A

January 24--Telephone call to plant manager. He had forwarded proposal to national headquarters in California. He was impressed with proposal and program but has many corporate financial restraints at this time. He would have an answer by next week and I set up an appointment for January 31 in his office.

January 31--Manager did commit one volunteer but would have liked to donate 2 or 3. Financial conditions limited higher amounts.

## Corp B

January 25--Telephoned and was told to call back on February 2 which I did. Spoke to manager. Corporation is in the process of building a new section of the plant. They are very busy and do not want to make a commitment right now. Felt it was a good program and did fit their image of a worthwhile project. Asked me to get back to them in about 3 months when their expansion is complete and a good possibility of support seems likely.

## Corp C

January 25--Spoke to manager on telephone. They have a tight budget this year. He felt that the program will be a good one and there is a good possibility of the company approving it. He will have to send proposal to home office. New budgets are made for the coming year in September so manager suggested I call and make an appointment for August so the proposal could be submitted for 1984. Manager felt proposal would have a good chance of approval.

## Corp D

January 26--Called manager and he said no. Their budget is filled. They are sponsoring bicycling and foot races. Both with be televised on closed circuit TV. Not interested in the CVCC. Need high visibility--program fit is important.

## Corp E

January 26--Called manager who told me proposal had been sent to California headquarters. The vice president who oversees corporate responsibility as well as personnel was planning a trip to the Logan plant next week and the manager would approach him about my proposal. He felt it would gain favorable support. We set up an interview for February 7. Vice President committed at least one volunteer and the

manager felt that after a full review in corporate headquarters, more volunteers might be donated.

Corp F

January 26--Called manager but he was out of town until January 31 when I called again. Manager had reviewed the proposal and after discussion with local governing board at the Logan plant stated they had no interest. Program did not fit the giving areas of the corporation.

Corp G

February 3--Interviewed the president who said they would not give at this time. He did bring the proposal before the board meeting. The mood of the group indicated that if any dollars were available they should be distributed to the limited partnership. President said corporation is having profit problems but that he was personally very interested in the CVCC. Please include them next year. Hopefully, more dollars will be available.

Corp H

January 28--Manager called and said it was a good program and a good proposal and they would like to support but their corporation was suffering a poor profit year. The answer for this year is "no" but please contact again next year.

Corp I

February 2--Public Relations Manager stated "no" but will review again in three months. Corporation is having difficulty with a new federal proposal made by Agriculture Secretary Block (50¢ per hundred wt. tax on their product.) Corporation has real interest in the program but stands to lose a good amount of money if Block's proposal is approved by congress.

Corp J

January 26--President was familiar with the YCC program and would like to support our CVCC program, but corporation is having difficulty marketing a new product and are behind schedule. Please get back to the president in three months. Probably will support the program then.

Corp K

February 3--Telephone call to the president who said they would commit to the program but could not afford to contribute the \$1100 for one volunteer. He said they would give \$500. I suggested that since his corporation has a

large garage to service their trucks they might consider the maintenance required for the CVCC bus. President said that this suggestion would be fine.

Corp L

February 4--Telephoned vice president who said that his corporation would not support our program this year. Their budget is depleted. Corporation has made very little profit this year. Next year if the construction and road building industry improve, his corporation would consider giving a volunteer.

Corp M

February 3--Telephoned vice president of finance who said his corporation is currently going through a reorganization. He liked our program and proposal. Corporation would be very interested in the future if the company can work out its financial problems. Get back to the vice president in about three months. Would like to give this summer but certainly next summer.

Corp N

February 3--Interviewed vice president. Could not commit at this moment because cash flow is very tight. Things should improve in the next couple of months. He and his company are very interested in the program. Make sure to get back to him in April. These are the kinds of programs his company has interest in.

Corp O

February 4--Telephone call to general manager. Sounds like a good program but the corporation gives very little each year. He said that if his kids were old enough he might be encouraged to contribute and volunteer his children. Call him again in a couple of years!

Corp P

February 5--Telephoned vice president. Felt that the program was excellent but corporation has very limited dollars at this time. State of the economy is really hurting his corporation. Many government contracts have been cut. Would not mind having his own son in the program. Call him again next year.

Corp Q

February 4--Interviewed vice president. Will commit one volunteer. Discussed proposal with board of directors. All

were in favor and happy to participate in the program. Vice president wanted me to get back to him with further guidelines.

Corp R

February 8--Telephoned president who said he liked the program but his corporation could not support it this year because of financial conditions. He would like the opportunity to participate in the future. Please call him early next year.

Corp S

February 8--Telephoned president. He cannot contribute to the program because of his company's poor financial condition. The building industry is down and he expects it to get even worse. Company has no extra dollars at this time.

Corp T

February 9--Telephoned general manager who said no. The only contribution funds he has available are coming from merchants for maintaining the shopping center. In the past they have given but with a poor economy the merchants wish to have any excess dollars returned to them. This is not the type of program that interests his company.

Appendix F  
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