CASE STUDIES

Water Tables: A Case Study of a Successful Archival Fund-Raising Event

Patricia J. Rettig

Abstract

This case study describes Water Tables, a successful fund-raising event held annually to benefit the Water Resources Archive at the Colorado State University Libraries. The Archive works to "provide access to, promote and preserve the water heritage of Colorado." The article describes the event concept and goals with some of the event highlights. The most important components for creating this successful fund-raiser include an enthusiastic committee of local water professionals with a wide network of contacts, committed event underwriters, and the use of archival documents to engage the attendees and bring the past into the present.

wenty years ago Richard J. Cox outlined principles and steps for archival fund-raising in an article titled "Fund Raising for Historical Records Programs: An Underdeveloped Archival Function." Unfortunately, the title of his 1988 article still rings true. In it, Cox calls for "case studies of successes and failures in building financial support," yet the professional literature concerning fund-raising for archival repositories remains sparse. Though Cox

[©] Patricia J. Rettig.

¹ Richard J. Cox, "Fund Raising for Historical Records Programs: An Underdeveloped Archival Function," *Provenance* 6 (Fall 1988): 1–19; quote on 9. See also Richard J. Cox, *Managing Institutional Archives: Foundational Principles and Practices* (New York: Greenwood Press, 1992), 172–80, for a modified version of the article as part of chapter 6.

² The best source for information about archival outreach, publicity, and fund-raising is Elsie Freeman Finch, ed., *Advocating Archives: An Introduction to Public Relations for Archivists* (Metuchen, N.J.: Society of American Archivists and Scarecrow Press, 1994). Appendixes 2 and 3, respectively, concern fund-raising and special events planning. See also Audray Bateman Randle's chapter, which has a section on fund-raising by friends' groups, "Volunteers and Friends: Recruitment, Management, and Satisfaction," 83–97; and Judy Hohmann's chapter, "Money Talk: An Introduction to Private Sector Fund Raising for Archives," 23–37. Case study articles include Herbert J. Hartsook, "By Fair Means If You Can: A Case Study of Raising Private Monies to Support Archival Programs," *Archival Issues* 25, no. 1 (2000): 49–56; and Ralph Russell and Leslie S. Hough, "Fund-Raising in an Academic Library: A Test Case," *Georgia Librarian* 27 (Fall 1990): 71–72.

WATER TABLES: A CASE STUDY OF A SUCCESSFUL ARCHIVAL FUND-RAISING EVENT

focused on grant writing and direct solicitation of the private sector, reporting of all fund-raising methods used by archival repositories would benefit the profession. More archivists may need to become fund-raising experts, especially in today's tough economy.

While it has been said that "In all too many ways, and for all too many occasions, the very term 'fund-raising event' is an oxymoron," successful ones do exist. Success must be defined carefully:

. . . understand clearly that the purpose of holding these special events is to raise the profile of the archives in the community, to attract new friends and supporters by educating them to the importance of historical records, to serve as a means of cultivating prospective donors, and to provide a way to say thank you to supporters and volunteers. As a way to raise large amounts of money, special events are not cost efficient.⁴

This article presents a case study of an archival fund-raising event that has demonstrated success in various ways, including building financial support. The Water Resources Archive at the Colorado State University Libraries has had increasing success with its annual fund-raising event, Water Tables, which is in its fifth year. Describing the event and its key components will disseminate ideas for other repositories contemplating fund-raising events.

Repository and Context

Water Tables is the annual fund-raiser held to benefit the Water Resources Archive (WRA), which is part of the Archives and Special Collections Department of the Colorado State University (CSU) Libraries. CSU is the state's land grant university, with water resources as a long-standing, prominent research area. The school presently has about 25,000 students and 1,500 faculty. More than one hundred faculty conduct research or teach on the subject of water in a wide variety of disciplines, from civil engineering to political science, from ecology to history and more. Graduates with water-related expertise are in demand across the state, including at state and federal agencies focused on water issues, as well as at the vast network of water conservancy districts, irrigation companies, engineering and law firms, municipalities, environmental organizations, and other universities.

The Water Resources Archive began in July 2001 with the mission to "provide access to, promote and preserve the water heritage of Colorado." Because water

³ Victoria Steele and Stephen D. Elder, *Becoming a Fundraiser: The Principles and Practice of Library Development* (Chicago: American Library Association, 1992), 92–93.

⁴ Hohmann, "Money Talk," 34.

⁵ CSU Libraries, "Plan for Water Resources Archive, 2002–2005," unpublished document, 1.

resources research and development are key in this arid state and therefore an important part of the university's history, documenting Colorado's water heritage in all aspects was the driving force behind the Archive's creation. In less than a decade, the WRA has grown to hold more than fifty collections from individuals and organizations associated with Colorado water in some way. These measure more than 1,600 boxes, tubes, and flat-file drawers, or over 2,000 linear feet. Over the past eight years, one full-time archivist, with up to three student assistants at any one time; a part-time, six-month project archivist; and a part-time archivist/cataloger have staffed the WRA.

From the beginning, the primary audience for the WRA has been the Colorado water community, which is broad and diverse. Nicknamed the "Headwaters State" and yet plagued by ongoing drought, Colorado faces a multiplicity of water-related issues with a full complement of professionals working on them. With hundreds of reservoirs, thousands of miles of irrigation ditches, and innumerable water laws and policies, Colorado must distribute its scarce water both within the state and across its borders, and water distribution influences all activities of importance in the state—including agriculture, business, recreation, and domestic life. Thus, the professionals working on water issues need to be well informed—in both current and historical contexts—and well connected with colleagues. The WRA has conducted outreach to this community for a number of years.⁷

Event Concept and Origins

The central concept of Water Tables comprises dinner table discussions hosted by experts on selected topics focused on some aspect of water resources history. Each year, an overall theme guides the selection of table hosts who can discuss the historical background of landmark events, prominent leaders, or current issues. For example, the 2008 theme was "Groundbreaking Moments and People in the Greater Colorado Water Story," and historian Steven Schulte hosted a table discussing the work of former Colorado congressman Wayne Aspinall.

The opportunity to dine with interesting table hosts and discuss engaging topics is the main attraction for the guests, but the evening includes many other activities. A reception featuring an open house in the archives complements the dinner, and the two combine to create an experience that brings the

⁶ Because people and water cross borders, the collections inevitably document more than Colorado, extending mainly to the western United States and international locations.

⁷ For a description of WRA outreach activities, see Patricia J. Rettig, "An Integrative Approach to Archival Outreach: A Case Study of Becoming Part of the Constituents' Community," *Journal of Archival Organization* 5, no. 3 (2007): 31–46. For general information about the Water Resources Archive, see http://lib.colostate.edu/archives/water/, accessed 12 November 2009.

WATER TABLES: A CASE STUDY OF A SUCCESSFUL ARCHIVAL FUND-RAISING EVENT

past into the present. Water history comes alive not only through the host-guest interactions but also through displays of archival documents.

The inspiration for Water Tables came from a local engineer and CSU alumnus who suggested holding such a discussion-based dinner with uniquely qualified experts—specifically for the Water Resources Archive and directly targeting water resources professionals. He had enjoyed a similar CSU Libraries event, Tables of Content, an evening in which participants dined with experts (authors, researchers, professors, etc.) in an intimate setting to discuss timely and important topics.⁸ The engineer thought this concept could easily be adapted to an evening entirely focused on water issues. As an enthusiastic supporter of the newly formed Water Resources Archive, he suggested creating a water-focused Tables of Content to raise funds for the Archive.

Discussions with this supporter began in fall 2005, after a new Archives and Special Collections Department head joined the CSU Libraries. After the administration approved pursuing the event, planning proceeded quickly. The Tables of Content concept was renamed Water Tables and customized to meet the needs of the Water Resources Archive, mainly by adding archival elements to bring water history to life. The event's name is a play on words: scientists define the *water table* as the depth at which underground water is first encountered, and it also echoes the bookish "Tables of Content" name. As part of the name for both events, "tables" emphasizes the dinner format.

Event Planning

Two overlapping committees plan and organize Water Tables, one external to the libraries and one internal. Several people serve on both, including the director and assistant director of development, the Archives and Special Collections Department head, and the archivist for the Water Resources Archive. Seven prominent water professionals from diverse fields serve on the external committee, which picks a theme, finds table hosts, and solicits underwriters. Because the committee members are well versed in water issues and well connected, they can persuade table hosts to give their time to the event and sponsors to give money. Without the efforts, connections, and enthusiasm of the external committee members, the event would be impossible.

The internal committee manages logistics such as catering and decorations. In addition to the staff members serving on both committees, the internal

⁸ The CSU Libraries borrowed the Tables of Content fund-raiser idea, with permission, from Southern Methodist University. The libraries' dean at the time was on that library's board, so was familiar with the SMU event. It was customized for CSU and first held in 2001. Pam Jones, interview by author, Fort Collins, Colo., 29 October 2008. In 2002, Tables of Content benefited the WRA.

committee includes the libraries' building manager, the head of accounting, and an administrative assistant. The accountant ensures money is handled properly, and the building manager arranges for moving furniture and cleaning event spaces. The administrative assistant coordinates the details, ranging from catering to nametags. The archives staff plan the exhibits for the open house and generally advise on the event. The development staff members are key: the director of development is charged with fund-raising responsibilities for the libraries, and the assistant director not only helps with fund-raising, but also serves as the libraries' chief marketing person. She creates and disseminates promotional pieces that inform and generate interest for the event, therefore significantly affecting its success.

Event Goals

The first Water Tables event was held in January 2006 and immediately proved so successful—measured both in terms of enjoyment by the guests and dollars raised—that it has become an annual event. Three subsequent Water Tables have been held, the most recent in February 2009.⁹

The main goal, of course, is to raise money for the Water Resources Archive. No target amount is established, other than to do as well as or better than the previous year. The numbers clearly demonstrate success: net profits were \$8,000 in 2006, \$11,000 in 2007, \$19,000 in 2008, and \$17,000 in 2009. Though these are modest amounts, they sustain student employees, supplies, and outreach activities for a year.

Another important goal for Water Tables is to cultivate friends. The more people know and support the Archive, the better positioned it is for continued success, not only with funds but also with donations of collections. In the first four events, the number of tables and attendees increased from twelve tables and nearly a hundred people in 2006 to eighteen tables and 160 attendees in 2009. The guests span the Colorado water community: graduate students, 11 professors, legislators, lawyers, farmers, and historians, among others. Because the attendees spread the word about the event among their colleagues and the promotional literature reaches far across the water community, we know that a larger number of people than actually attend learn about the Archive because of this event.

 $^{^9}$ At the time of writing, Water Tables 2010 was in planning for February 20 with the theme Across State Lines: Sharing the Resource.

¹⁰ Numbers are rounded to the nearest thousand. Note that event costs do not include staff time spent on the event, but do include direct costs for catering, marketing, decorations, and student employees.

¹¹ Event sponsors fund graduate student tickets. The external committee feels strongly that this event should benefit the next generation of Colorado water professionals.

WATER TABLES: A CASE STUDY OF A SUCCESSFUL ARCHIVAL FUND-RAISING EVENT

Table Hosts and Event Sponsors

Another goal for Water Tables is to secure a number of engaging table hosts. The external committee accomplishes this by contacting high-profile colleagues who best match the year's theme. Two hundred attendees are the upper limit for the event, based on venue spaces and intimacy level, so a maximum twenty table hosts are needed. After the table hosts are secured, the next objective is to sell all the available seats. Each of the four years, 83 to 100 percent of the seats were sold.

Before the first Water Tables, the need for business and organizational supporters was identified as crucial to the event's financial success. The libraries rely on the external committee members to identify and solicit supporters. The committee has developed a wide spectrum of sponsors, most repeating their support each year, with new sponsors added each year. Sponsor dollars increased from the first year's \$8,000 to more than \$18,000 in 2009, which indicates that the water community believes in Water Tables.

To attract sponsors, packages of benefits at bronze, silver, gold, diamond, and platinum levels are specified (see appendix for details). These levels offer both increasing recognition and numbers of event tickets for the sponsor, as well as graduate student tickets. Recognition includes displaying sponsor names or logos on the invitation and website, as well as on large posters at the event. The "presenting sponsor" (the company that gives the most) is highlighted in the various venues. Though the highest levels of sponsorship have yet to materialize, the external committee keeps working to make it happen.

Reception

Water Tables takes place on a Saturday evening early in the spring semester, a time when the library is rarely filled with users. ¹⁴ The event begins at 5:00 p.m. with a reception in the second-floor wing of Morgan Library, which includes the Archives and Special Collections Department and surrounding study space. An open house in the archives reading room provides an opportunity for guests to experience the archival environment. They can meet staff, view exhibits, and take tours. To maintain the reading room's food-free zone, a table outside the entrance bears a sign reading, "Please place food and

¹² Tables seat eight to eleven people, with ten being the ideal. Because of the size limitation, forthcoming Water Tables may have a higher ticket price, simply to raise more money. So far, the price has been \$125. Of this, \$25 is the cost of the dinner and the rest is a charitable contribution.

¹³ Guests RSVP with their top three table choices as well as their entrée selection. Seats are assigned in the order that requests are received.

¹⁴ The portion of the event that takes place in the library cannot be held in an isolated area due to the building layout. To cause the least disruption to library patrons, a low-use time must be chosen.

drinks here." A staff member standing at the open door gently enforces the request for people who overlook it.

Because the reception offers an opportunity to network and visit the archives open house, most of the chairs are removed from the surrounding study space. Tables are rearranged and used for hors d'oeuvres and a registration table where guests receive their nametags, which assist in networking. Caterers set up a bar at the far end of the study space. Because many large windows surround the reading room, guests occupying the various areas do not feel separated.

Documents on Display

Engaging people with the WRA and its holdings makes displaying original documents an essential part of Water Tables. ¹⁵ Though attendees have already supported the Archive by buying a ticket to the event, the more they understand and appreciate what the Archive has and does, the more likely they are to use it for their own research and tell their colleagues about it. Also, they will likely be more willing to donate additional dollars in the future.

The open house reception furthers engagement by presenting a themed exhibit, a table display, and tours of the storage room. The exhibit in the reading room uses two six-foot-long glass cases and the wall behind them, which provides secure space to show materials and tell a story. The exhibit has a theme and title and is intended provoke attention and stimulate thinking. It is not just a few interesting things to look at. For example, in 2007 the exhibit—titled "Dam Beautiful"—highlighted the aesthetic features of dams. Because the audience included both engineers who know the science behind dams and environmentalists who often oppose dams, all viewers were potentially confronted with something new.

Also in the reading room, a table-top display features twelve to fifteen objects chosen around the general Water Tables theme, but more specifically relating to particular table topics, hosts, or guests. For example, when the commissioner of the Bureau of Reclamation was a table host, we displayed speeches from one of his predecessors. Some items are clearly labeled "do not touch," but most items are touchable. Some even require touching, such as the tiny 1922 pocket diary of a prominent water lawyer, which does not lie open. People have to pick it up to see beyond the leather cover. When they do, they are surprised to see the small, neat handwriting that records the lawyer's daily activities. Providing people with direct access to unique materials, outside of a

¹⁵ Indeed, Hohmann, "Money Talk," 34, notes: "The ideal event should bear some relation to the archives holdings, so that participants leave the event having learned something more about the institution."

¹⁶ Polyester sleeves are used for protection where necessary.



The Archives and Special Collections reading room is the venue for an open house featuring displays during the Water Tables reception. *Communications & Creative Services Photography, Colorado State University*.

glass case, creates a memorable experience that connects them to the WRA. Indeed, the archives staff members enjoy watching people tentatively pick something up and then be wowed by it, begin talking about it, and even relate it to their own experience.

Tours

Tours of archival storage rooms are a traditional way of helping people understand archives, and staff members give impromptu tours at Water Tables provided enough remain to monitor the reading room. Groups of ten or fewer are taken to the storage area behind the reading room to hear a brief description of the department's holdings, which range far beyond the WRA. Many guests are drawn more to the eye-catching rare books than to uniform archival boxes, but they are inquisitive about what the WRA collects and how it makes materials available. Allowing people to see the volume of materials in the Archive and ask whatever questions occur to them engages them directly. They not only begin to understand the type and amount of work the Archive requires, which helps articulate the need for financial support, they also start to think about how the Archive relates to their research needs or to materials they know need a home. Answering questions allows

the archivist to talk about acquisition strategies, outreach, processing, finding aids, digitization, and even the budget. It also allows the archivist to show her passion for and knowledge of her job, a key way to impress donors.

Speakers

Speakers give the evening structure and authority, as well as provide further endorsement of the Archive. The dean of libraries welcomes the attendees at the reception around 5:30 and makes some brief remarks in support of the Archive. He also introduces the table hosts to assist guests in networking.

For Water Tables 2008, additional speakers followed the dean with brief remarks. Two graduate students who had used the WRA spoke about the importance of the materials for their research. The featured speaker announced his family's donation of the papers of their recently deceased father, who was well known and respected throughout the Colorado water community. Having guests hear directly from users reinforces the message that the WRA is an essential resource that deserves ongoing support. Hearing directly from a donor can inspire other potential donors. Having staff members outside the Archive endorse its services sends a strong message to the audience.

Dinner

The reception lasts two hours, giving people plenty of time to see the archives and network. For the dinner, everyone moves to the Lory Student Center, a short walk from Morgan Library. The meal is held in the building's main ballroom, which provides seating space and food service facilities that the library does not. To evoke the water theme, linens and room decorations are blue and white, rather than the university's colors of green and gold.

After the crowd migrates from the library to the student center, a member of the external committee gives a brief welcome before the meal and thanks the event sponsors. The committee member also reminds people that the Archive relies on individuals and organizations for donations of archival materials. For Water Tables 2009, the committee member also gave a brief history of the year's theme, "Compact Issues and Conflict Resolution."

¹⁷ Because of the prominence of this announcement, the university issued a special press release and local reporters were invited to the Water Tables reception. This garnered extra media coverage, including several newspaper articles and a radio story. The donation was solicited and the announcement was timed to have this effect on the event, but it is not necessarily recommended as an acquisition strategy.

¹⁸ Part of the event debriefing is the sharing of names of people or organizations who mentioned materials of potential interest to the Archive. The archivist or the appropriate committee member then follows up on these leads.



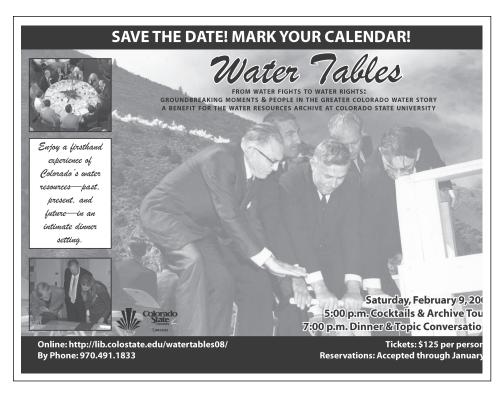
Dinner table discussions focused on water history form the core of Water Tables. Communications & Creative Services Photography, Colorado State University.

Toward the end of the evening, the dean of libraries gives some concluding remarks and thanks everyone for attending. This happens around 9:30 and initiates departures.

Reproductions

Reproductions of images and documents from the WRA serve as great tools for outreach, publicity, gifts, and decorations. Each year, a photograph representing the theme is used in multiple ways, and additional materials fill in supporting roles. For example, in 2008 a photograph of officials setting off dynamite to build a new reservoir illustrated the theme "Groundbreaking Moments and People in the Greater Colorado Water Story." The image is initially used as a "save-the-date" postcard, distributed in the fall both in print and electronically, as well as an advertisement published in several water-related newsletters.

The same photo is used again on the cover of the event invitation, a multipage booklet listing the event's logistical details as well as the table hosts—with photographs and brief biographies—and topics. Reusing the photo visually



The Water Tables 2008 advertisement featured a historical photograph related to the theme "From Water Fights to Water Rights: Groundbreaking Moments and People in the Greater Colorado Water Story." It illustrates three officials setting off dynamite to build a new reservoir at Ruedi Dam site, 19 July 1964. James Ogilvie Papers, binders labeled "Presented to James L. Ogilvie, February 1970."

connects this mailing with the previous postcard, as well as with advertisements. The Water Tables website also utilizes the photo.¹⁹

For the event, the photograph is reproduced as part of the sponsor-acknowledgment posters, which are displayed at both the reception and the dinner. Sponsors also receive the photograph in frames engraved with the event title and date as thank-you gifts. We hope the sponsors display these in their offices, to recognize their charitable donation and give the WRA ongoing publicity.

Other images from the WRA are used alongside the theme photo as table decorations. Each centerpiece consists of a multisided Plexiglass frame resting on a square mirror, surrounded by a scattering of river rocks. The frames display a list of sponsors on two sides and several photographs from the Archive. This creative approach costs less than purchasing floral centerpieces and, more importantly, provides a visual connection to the Archive and to history throughout the meal.

¹⁹ The website lists the information in the invitations and provides online registration for the event. For Water Tables 2009, see http://lib.colostate.edu/develop/events/2009/watertables/. Also online is a gallery of 2008 photos: http://lib.colostate.edu/develop/events/2008/watertables/webgallery/index.html, both accessed 12 November 2009.

Two additional venues feature reproductions of WRA materials. A slideshow of archival photographs, sponsor names, and quotes showing donor and patron support is projected onto screens at the front of the ball-room during dinner. In 2008 and 2009, guests received CDs of a slideshow about WRA collections, lists of sponsors, table hosts, and topics, including suggestions for further reading and relevant archival collections, as well as information about how to donate collections and money. Previously, some of this information was part of a printed program, but the CD is interactive in a way that a printed program is not. Slides on the CD incorporate live links to the WRA website, so people looking at the CD can instantly satisfy their curiosity.

The Experience

In just four years, Water Tables has become a premier event for the Colorado water community—a place to see and be seen, neutral ground for casual networking, and a worthy event with which to be associated. Numerous people volunteer to be table hosts, and companies volunteer to be sponsors, demonstrating that people desire to be associated with this event. Even though numerous water-related conferences are held across the state throughout the year, this event clearly fills a unique role.

By providing a historical focus, subject experts, and friendly discussion, the Archive has found a niche to fill with Water Tables. Staying true to the nature of the Archive by utilizing its documents, people, and facilities in engaging ways, the event also stays true to the historical theme through careful selection of table hosts and topics. Water Tables guests perceive the need and worth of ongoing support by experiencing firsthand how dollars are spent and what impact the Archive has on historical research.

Conclusion

Richard Cox stated in 1988, "Successful fund raising is dependent on the public understanding something about the archival mission and why historical records are worth preserving." At its annual fund-raiser, Water Tables, the Water Resources Archive emphasizes its mission and water history by carefully selecting table hosts and using archival documents in engaging ways. An increasing number of underwriters bolsters the event content. All of this is made possible by water professionals on the external committee who share their

 $^{^{\}rm 20}$ Cox, "Fund Raising for Historical Records Programs," 7.

knowledge and connections to find the right hosts and sponsors. These key components combine to create a successful fund-raiser.

Water Tables is a successful event because it educates people about the Water Resources Archive and Colorado water history; it builds new friendships for the WRA and strengthens existing ones; and, defying the oxymoron of "fund-raising event," it raises money. We hope this case study informs other repositories pursuing fund-raising strategies. We also hope this article inspires others to answer Cox's call for case studies, as more are needed to build a robust body of literature helpful to the archival community.

WATER TABLES: A CASE STUDY OF A SUCCESSFUL ARCHIVAL FUND-RAISING EVENT

Appendix: Water Tables Sponsorship Opportunities

Platinum Sponsor—\$10,000 Contribution

Event Benefits:

- A table with seating for eight (8) for the evening
- Enable three (3) CSU graduate students to attend the event

Event Recognition:

- Presenting sponsor of the event highlighted on front of invitation
- Company logo and name included on all promotional materials including the event invitation and media coverage
- Sponsorship recognition on Water Tables event website with live link to company website
- Company name on event signage
- Company logo and name on all tables at the event
- Verbal acknowledgment during welcome remarks at the beginning of the evening

Diamond Sponsor-\$5,000 Contribution

Event Benefits:

- Six (6) Water Tables tickets for the evening with first choice table selection
- Enable three (3) CSU graduate students to attend the event

Event Recognition:

- Company logo and name included on all promotional materials including the event invitation and media coverage
- Sponsorship recognition on Water Tables event website with live link to company website
- Company name on event signage
- Company logo and name on all tables at the event
- Verbal acknowledgment during welcome remarks at the beginning of the evening

Gold Sponsor-\$2,500 Contribution

Event Benefits:

- Four (4) Water Tables tickets for the evening with first choice table selection
- Enable two (2) CSU graduate students to attend the event

Event Recognition:

- Company logo and name included on all promotional materials including the event invitation and media coverage
- Sponsorship recognition on Water Tables event website with live link to company website
- Company name on event signage
- Company logo and name on all tables at the event
- Verbal acknowledgment during welcome remarks at the beginning of the evening

Silver Sponsor-\$1,000 Contribution

Event Benefits:

- Two (2) Water Tables tickets for the evening with first choice table selection
- Enable one (1) CSU graduate student to attend the event

Event Recognition:

- Company logo and name included on all promotional materials including the event invitation and media coverage
- Sponsorship recognition on Water Tables event website
- Company name on event signage
- Verbal acknowledgment during welcome remarks at the beginning of the evening

Bronze Sponsor—\$500 Contribution

Event Recognition:

- Company name included on all promotional materials including the event invitation and media coverage
- Sponsorship recognition on Water Tables event website
- Company name on event signage
- Verbal acknowledgment during welcome remarks at the beginning of the evening