

How to love your donors

In a philanthropic-psychology
(PhilPsych™) way

March Learn 365



Institute for Sustainable
Philanthropy



COLORADO™
GIVES 365



Webinar Objectives

- **Our job is to LOVE OUR DONORS.** We connect them with the causes and organizations they care about, and we do our best to share their impact. But are we giving them back what they need? Use the data you already have to better understand your donors and you'll soon be giving them exactly what they need.

What are the important identities that they are expressing through their giving? Through our work with many non-profit organizations, we have found that reflecting to a donor their most important donor identities can help organizations double their giving over time. And, more importantly, sending data driven donor communications that reinforce identities important to donors over a 2-year period can help people feel better about themselves.

Learn:

- **how** to better love your donors by uncovering their most important identities using the data they give you.
- **how** to help your donors build their sense of wellbeing and understand what impact this may have on their well-being and their giving in the months to come
- **how** to use data from donor surveys to design donor journeys from acquisition to major giving through identity transformation

6 Take Home Messages

- Take Home Message 1
- Take Home Message 2
- Take Home Message 3
- Take Home Message 4
- Take Home Message 5
- Take Home Message 6

For over 30 years

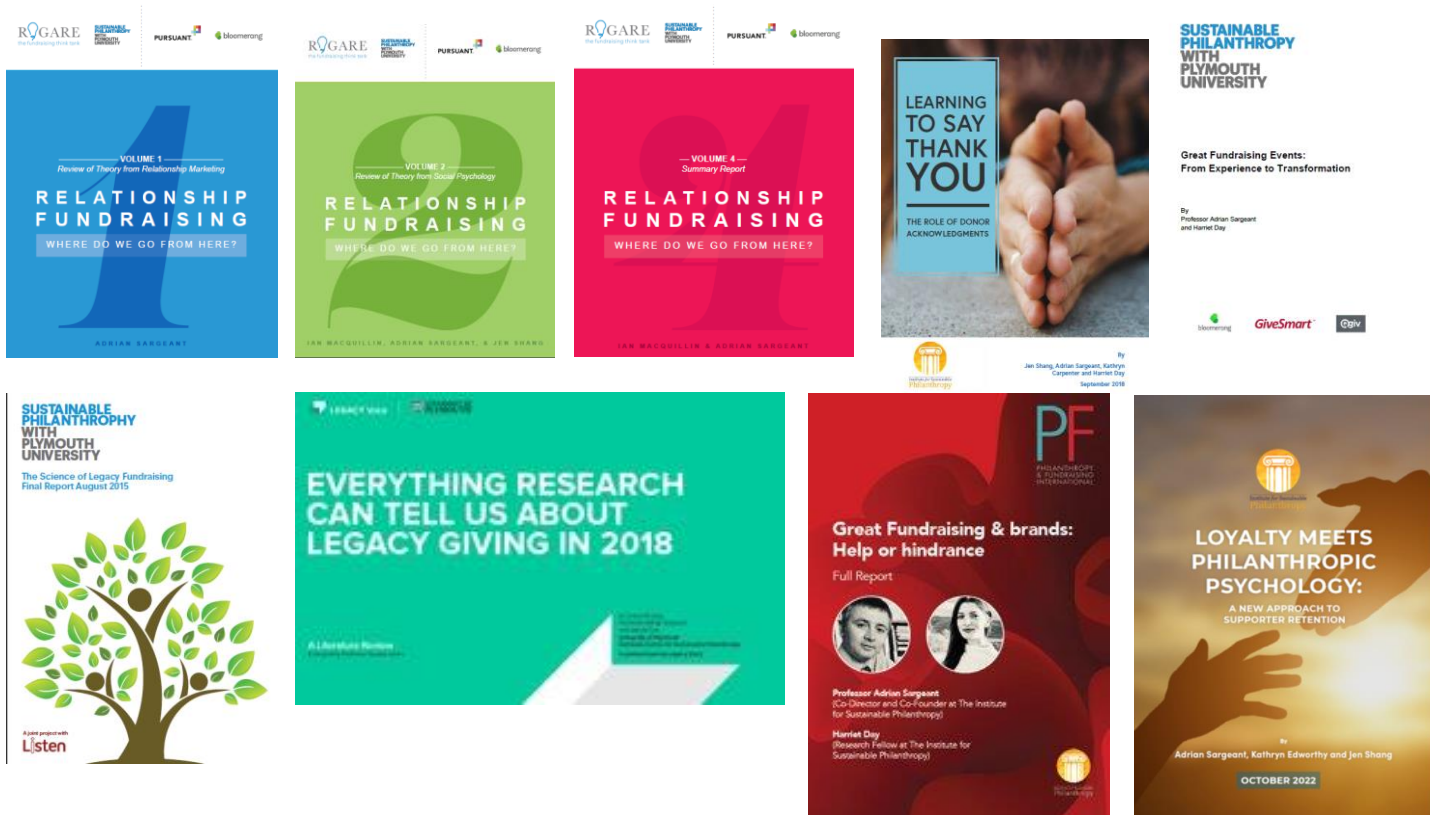
Our research focuses on

- **Giving by the Mass**
- **Giving by HNWI and UHNWIs**
- **Overcoming challenges for Fundraisers**

<https://www.philanthropy-institute.org.uk/books>



Mass Giving



<https://www.philanthropy-institute.org.uk/reports-sign-up>

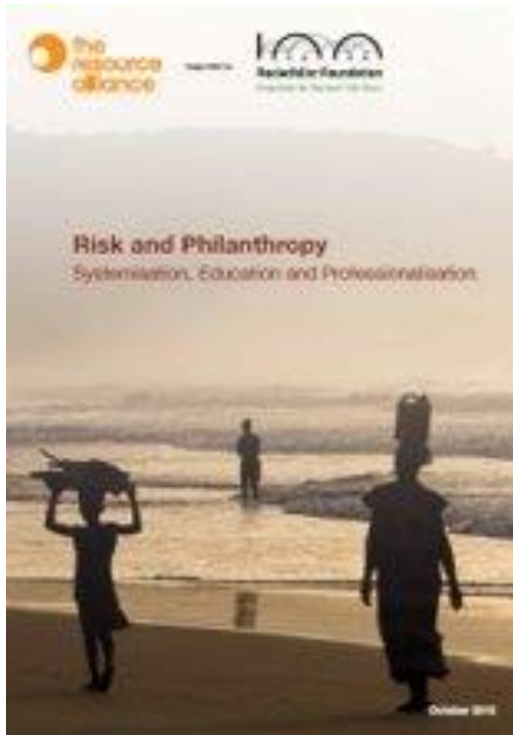
Relationship Fundraising 3.0:

A Review, Assessment & Experimental Results

Written By

Kathryn Edworthy,
Adrian Sargeant and
Jen Shang

Giving by HNWI & UHNWIs



Meaningful Philanthropy in the 21st Century

The Role of Self

Executive Summary
January 2023

By Prof. Jen Shang
& Prof. Adrian Sargeant

This research is made possible by a generous gift and support from Tony and Anne Bury. The Authors gratefully acknowledge their support.



<https://www.philanthropy-institute.org.uk/reports-sign-up>

Overcoming challenges for Fundraisers

- By Creating a more supportive organizational environment



- By creating a more supportive societal environment



<https://www.philanthropy-institute.org.uk/reports-sign-up>



This Webinar



Will not bore you with numbers

Will provide you with a flavor of these principles and
the evidence base of your Level-Up
Certificate in Fundraising Copywriting Course

What is **Philanthropic Psychology**?

- Philanthropy (Greek Root: Phil-anthropy)
 - Love of humankind
- Psychology (Greek Root: Psyche – logos)
 - Study/research of psyche/soul (e.g. our sense of who we are or its expression)
- Philanthropic psychology:
 - The study of how **people love humankind/people**
 - This includes how we love ourselves and how we love others
 - This requires us to know who is doing the loving and who is loved
 - This requires us to know what love means

What is the **PhilPsych Way** to love your donors?

- Identity
- Love
- Well-Being

Take home Message 1

It is important to identify the differences between fundraising copy that focus on the money versus the person

“Your donation counts.”

“You count.”

“Thanks for your kind donation.”

“Thanks for your kindness.”

Annual Report Headlines

“The future of our country is decided *in the schools.*”

“The future of our country is decided by *people like you.*”

Annual Report Headlines

“What ***we*** achieved in this
3rd year...”

“What ***you*** achieved in
this 3rd year...”

Warm Appeal



The Leprosy
Mission
Australia

If undelivered return to:
PO Box 293 BOX HILL VIC 3128
Charity Mail Number: CM14700051

POSTAGE
PAID
AUSTRALIA

Leprosy. Teasing. Disability...



...or MIDWIFE?



Institute for Sustainable
Philanthropy



Holiday Newsletter



HAPPY
HOLIDAYS



John Doe Smith
15 Selkirk Drive
Saint John, NB E2E 5B5



Your special *holiday* newsletter is enclosed.

Holiday Newsletter

MARY POPPINS SHOULD TAKE LESSONS *from you*

An update from Barb McNutt, Child Life Coordinator at the Saint John Regional Hospital (A.K.A. the Fun Lady), on how your generosity helps kids in our hospital this Christmas.



Extending huge and heartfelt thanks to Barb Magee, Desjardins Insurance Agent (left), for the thoughtful \$500 gift to Child Life made through Desjardins's employee giving program. Every gift makes even more nurturing care happen.



Thanks to people like you who purchased Smile Cookies this year, you helped deliver a whopping \$62,442.04 cheque to The Give—Robotic Assisted Surgery.

Left to right: Saint John Regional Hospital Foundation's Jamie Gallagher, President and CEO, and Andrea Watling, Leadership Giving Officer, accept a generous donation from local Tim Hortons owner, Barb Murphy, and her son Daniel Murphy



YOU'RE ONE *amazing* COOKIE

Your support of Tim Hortons Smile Cookie Day has us grinning from ear to ear.

No doubt you've seen their happy little faces... smile cookies.

Every year, local Tim Hortons stores donate 100% of the proceeds from smile cookie sales to charities and community organizations.

First cooked up in 1996 to raise funds for a hospital in Ontario, the idea soon spread to all parts of Canada. Fast forward to today—over 625 organizations benefit from smile cookie sales. And this year, Saint John Regional Hospital was a lucky recipient!



DA VINCI DELIVERED EARLY *Thanks to you.*

Good news from Dr. Scott Bagnell, Urologist, Horizon Health Network

Lifesaving robotic-assisted surgery is here—18 months ahead of schedule!

Thanks to your generous spirit, our surgeons have a brand new da Vinci Medical Robot in our operating room. It gives us the ability to perform delicate and complex operations that might otherwise be impossible.

Because of your thoughtfulness, thousands of New Brunswick patients will heal faster and live healthier now that we have access to this technology.

This is one of many amazing things generous people like you make happen for healthcare in New Brunswick. We can't thank you enough for bringing this lifesaving equipment to our hospital.

Learn all about the benefits your kindness gives patients and surgeons at www.thegive.ca/roboticassistedurgery

The da Vinci robot takes a surgeon's expertise and makes it even better. And that means benefits like shorter wait times, less damage to surrounding tissue and nerves, and faster recoveries.



MARK YOUR CALENDARS

Love Your Hospital Radio-thon is February 14th

This year will be our 11th annual Radio-thon. Can you believe it? Time sure does fly when you're surrounded by loving friends!

Be sure to tune into Country 94 and 97.3 The Wave on Tuesday, February 14th. You'll hear heart warming stories from patients and donors just like you. Plus, interesting and informative interviews with medical professionals. All live on air from 6am to 6pm.

Holiday Edition | December 2022

GiveHealthNB

News on How You're Creating a Healthier Future in New Brunswick & Beyond



CELEBRATING A FUNDRAISING LEGEND

Murray Gilchrist has spent the better part of 15 years fundraising for a cause that is—quite literally—close to his heart.

YOU'RE ONE AMAZING COOKIE

Your support of Tim Hortons Smile Cookie Day has us grinning from ear to ear.

MARY POPPINS SHOULD TAKE LESSONS FROM YOU

An update from the 'Fun Lady' on how your generosity is helping kids.

DA VINCI DELIVERED EARLY—THANKS TO YOU

Lifesaving robotic-assisted surgery is here—18 months ahead of schedule!

These organisations tell us getting to know your donors is the first step in building a long-lasting, high-quality relationship with your donors and a way to **sustainably double** your giving.



Take home Message 2

Moral identity is **always** more important
to people as a ***person***
than to people as a ***supporter***;

***It is always the most important identity
that people mention no matter what***

In all our surveys to date, we asked the following two questions

What are the top 5 words
that come to mind when
you describe yourself as a
person?

What are the top 5 words
that come to mind when you
describe yourself as a
supporter?

We learned consistently from **ALL** the organisations

What are the top 5 words
that come to mind when
you describe yourself as a
person?

**people refer to
their moral
identity when
they list the
words**

What are the top 5 words
that come to mind when you
describe yourself as a
supporter?

In almost all the organisations

What are the top 5 words that come to mind when you describe yourself as a person?

Caring, kind, and compassionate are amongst the top 10 words people use to describe themselves as a person

What are the top 5 words that come to mind when you describe yourself as a supporter?

Year End Appeal



Aloha

means mutual regard and affection
and extends warmth in caring.



Will you spread the spirit of Aloha to
cancer patients this holiday season?

November 2, 2022

<<Salutation>>,

When you're faced with a life-
threatening illness, it sure changes
your perspective.

It certainly did for me.



After seeing me in my Aloha
shirts, the staff would play
Hawaiian music during my daily
radiation treatments!

Saint John Regional Hospital Foundation
P.O. Box / C.P. 2100
Saint John, NB
Canada E2L 4L2

John Doe Smith
15 Selkirk Drive
Saint John, NB E2E 5B5



SPECIAL REPLY FORM FOR:
CNID1 APPEAL PACKAGE

<<FULLNAME2>>
<<POSITION>>
<<COMPANY1 COMPANY2>>
<<ADDR1 ADDR2>>
<<CITY, PROV POSTAL>>
<<COUNTRY>>

Yes! I will share my kindness—my Aloha—
with cancer patients this holiday season!

I would like to make a one-time gift of:

☐ \$35 ☐ \$60 ☐ \$110 ☐ I prefer to give: _____

MONTHLY DONATION

I would like to become a monthly donor:

☐ \$15 ☐ \$35 ☐ \$50 ☐ I prefer to give: _____

Please select one of the following payment options:

- ☐ I authorize Saint John Regional Hospital Foundation to debit this amount from
my chequing account on the 15th of each month, or the next business day each
month. I have enclosed a cheque marked VOID. **OR**
- ☐ I authorize Saint John Regional Hospital Foundation to debit this amount each
month from my credit card on the 15th of each month or the next business day.

My cheque/money order is enclosed, payable to:
Saint John Regional Hospital Foundation.

Please charge my: ☐ VISA ☐ MasterCard ☐ AMERICAN EXPRESS

CARD NUMBER _____

EXPIRY DATE _____ / _____ SIGNATURE _____

CVV# (Security Code) _____ PHONE: _____

Please direct my gift to:

☐ Oncology ☐ Other: _____

EMAIL: _____

PLANNED GIVING

☐ I would like information about making a gift in my Will.

You may cancel or alter your monthly donation by contacting The Saint John Regional Hospital Foundation at
(506)-648-6400. Receipts will be issued for donations of \$15 or more automatically, receipts of less than \$15
by request. Charitable Registration No. T1913 2363 RR0001

THANK YOU FOR YOUR GENEROSITY.



Would you like
your gift of
aloha
to reach even
more patients?

A monthly donation will spread your
Aloha spirit to patients and staff all
year round. Imagine more patients
like Terry getting incredible care at
the Saint John Regional.
You can make that happen.

If you'd like to know more about the benefits
of monthly giving (benefits for you, for
patients and our hospital), please visit
www.thegive.ca/monthlygiving or call
(506)-648-6400.



aloha
SAINT JOHN REGIONAL HOSPITAL FOUNDATION
FONDATION REGIONAL HOSPITAL SAINT JOHN



Year End Appeal



Aloha

means mutual regard and affection
and extends warmth in caring.



Yes!

I will share my kindness—my Aloha—
with cancer patients this holiday season!



Take home Message 3

But the moral person in each organisation
is different

Take home Message 4

Before you invest in doing research into your donors, it is important to understand the positive impact focusing on the person can have on fundraising results

The 36-month Collaboration Map



Integrate learning into communications

Communications Audit
(Month 1)

Field a survey
(Month 3)

Field 3 Field Experiments
(Month 6-24)

Field a 2nd survey
(Month 36)



**For a sea rescue organisation (RNLI)
it could be a little tired and a feeling of being a caring elderly.**

What are the top 5 words that come to mind when you describe yourself as a person?



What are the top 5 words that come to mind when you describe yourself as a supporter?



Lifeboats

For an art and culture organisation it could be creatively, thoughtfully, intelligently, curiously, and musically kind and caring.

What are the top 5 words that come to mind when you describe yourself as a person?



What are the top 5 words that come to mind when you describe yourself as a supporter?



Lyric

Warm Appeal



LOVE, SHELTER AND PROTECTION.
FOREVER YOURS TO GIVE.

2018

[Title] [First Name] [Last Name]
123 Any Street, Unit A
Address Line 2
Any Town, ON M1M 1M1



Date

Dear <Ms. Sample>,

Thank you for being there for animals in need. As a long-time BC SPCA supporter, you've shown that you care deeply about animals and are passionate about helping to protect them from harm.

You and I have that in common. I've dedicated my life to fighting animal cruelty and helping animals at risk get the care they need and deserve. With your generous and unwavering support over the years, you've been right there with me.

Together, we've rescued countless abused, neglected and injured animals, found forever homes for many thousands of frightened and abandoned dogs, cats and other animals, and worked tirelessly to prevent future suffering and cruelty.

I'm writing today to tell you about one more way you can be there for our furry friends. Join us as a Forever Guardian by leaving a gift to the BC SPCA in your will and forever be by their side. We call it legacy giving, because, with that one kind and generous act, you'll leave a legacy of love for generations to come.

The BC SPCA receives no regular provincial or federal government funding. We rely almost entirely on donations from individuals like you. **By making a legacy gift, you can ensure the work you feel so passionately about lives on.**

If you are considering joining us as a Forever Guardian, or if you'd like more information about leaving a gift in your will, please let us know by filling out the attached Will and Estate Gifts Notification Form.

Over please . . .

Warm Appeal



LOVE, SHELTER AND PROTECTION.
FOREVER YOURS TO GIVE.

2018

[Title] [First Name] [Last Name]
123 Any Street, Unit A
Address Line 2
Any Town, ON M1M 1M1



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Over please . . .



2022

[Addressee]
[Address Line 1]
[Address Line 2]
[City] [Province] [Postal Code]

Your bigger-than-life
love for animals will
always protect them.

<mail date>

Dear <Salutation>,

Your deep love for animals is pure and beautiful. You give me faith that one day all animals will be loved, protected and safe.

Your unflinching compassion rescues innocent animals from cruelty. Your kind heart yearns for better days when all animals will be loved and safe.

Because your deep love of animals is just part of who you are.

You and I have that in common. I've dedicated my life to fighting animal cruelty. With your unwavering support, you've been right there with me.

Together, we've saved innocent animals like the 120 cats and three small dogs recently rescued from horrific living conditions. These poor animals were emaciated and suffering from upper respiratory infections, extreme flea infestation, urine scalds, eye infections, dental issues, ear mites, and wounds. Your loving heart would be in distress to see the filthy and unsafe conditions in the trailer they were kept in.

You've lovingly ensured our Animal Protection Team is always ready.

You've loyally supported animals through months of recovery.

After 40 years investigating animal cruelty, I know that when we're called to a case, it's never easy, but it is possible. With each rescue comes relief. One more, two more, a dozen more, 123 animals are safe...

It will take your everlasting protection to make it possible.

Please turn over...

Take home Message 5

And it is never just about the money

The 36-month Collaboration Map



Integrate learning into communications

Communications Audit
(Month 1)

Field a survey
(Month 3)

Field 3 Field Experiments
(Month 6-24)

Field a 2nd survey
(Month 36)



The Effect of Giving on Wellbeing has increased



	Connectedness	Competence	Autonomy	Total Impact
Intention to Continue	129.8% #	128.0%		257.8%
Intention to Increase	85.7% #	157.5%	280.8%	524.0%
Intention to Leave Legacy				
Intention to Monthly Give				
Intention to Fundraise			310.6%	310.6%
Total Increase Potential	215.5%	285.5%	591.4%	

Three Fundamental Human Needs



THE NEED TO FEEL
AUTONOMOUS



THE NEED TO FEEL
COMPETENT



THE NEED TO FEEL
CONNECTED TO OTHERS

Gratitude Report



Competence

BCSPCA
SPEAKING FOR ANIMALS
1245 East 7th Avenue
Vancouver, BC V5T 1R1



You saved animals like these

Gratitude Report



Competence



Connectedness



Institute for Sustainable
Philanthropy

BCSPCA
SPEAKING FOR ANIMALS
1245 East 7th Avenue
Vancouver, BC V5T 1R1



BCSPCA
SPEAKING FOR ANIMALS

Gratitude Report



Competence

In what you do



Gratitude Report

In what you do



Competence

In who you are



Institute for Sustainable
Philanthropy

With a **loving monthly gift**, you'll save animals every day!



Monthly PAW Plan supporters provide a safety net of support that is there when animals are in urgent need: from medical emergencies, to large animal intakes, to emergency response, and more. *Your love every month is a reliable support system for animals in need.*

- ☐ **YES**, I'll be there for animals every month as a caring PAW Plan monthly donor.
I authorize my monthly donation of:

☐ \$10 ☐ \$15 ☐ \$20 ☐ \$50 ☐ Other \$ _____

beginning (choose month) _____, (year) _____

- ☐ Please deduct this gift from my chequing account on the 15th of each month.
I've enclosed a cheque marked VOID.

OR

- ☐ Please charge this amount using my ☐ VISA ☐ MasterCard ☐ AMEX
on the 1st of each month.

Credit Card No. _____ Expiry _____ / _____

Signature _____ Phone _____

Thank you—you're Pawsome!

BCSPCA
PAWPlan
Monthly Giving Program
BCSPCA
SPEAKING FOR ANIMALS

Gratitude Report



Autonomy

Planning ahead helps make change happen! What is your 2023 New Year's resolution for how you'll share your love with the animals?

Thank you!



Institute for Sustainable
Philanthropy

BCSPCA
SPEAKING FOR ANIMALS

Gratitude Report



Competence



Connectedness



Autonomy



Institute for Sustainable
Philanthropy

I Save Animals Survey

→
Turn over to
make your gift
to save sad and
hurting animals!

For: **<salutation>**

What are the most urgent needs you are seeing in your community?

While COVID-19 is incredibly difficult for all of us, animal lovers like you have rallied to help suffering animals. Together, we will keep lifting animals out of pain and suffering.

Please fill out this brief survey and send back with your donation in the enclosed postage-paid return envelope.

In 2020, seeing animals suffering due to COVID-19, we expanded programs to help keep pets in loving homes. Based on what you are seeing in your community, please tell us where you think it is most critical to expand support by ranking all 5 (where 1 is the most important).

- ☐ Supplying food for pets whose owners have difficulty affording pet food.
- ☐ Providing access to veterinary care for pets whose owners can't afford it.
- ☐ Supporting pet owners who face behavioural challenges with their pets.
- ☐ Offering emergency boarding when pet owners face hospitalization or homelessness.
- ☐ Assisting pet owners who face challenges finding pet-friendly housing
- ☐ Other _____

Last year YOU helped struggling pets and their humans with:
36,219 weeks' worth of pet food
8052 cases of medical care
4,500 days of temporary emergency housing

You also helped care for pets whose heartbroken owners had to give them to the BC SPCA including:
• 1195 due to loss of pet-friendly housing.
• 752 due to inability to afford pet care.
• 665 needing specialized behavioural rehabilitation.

BCSPCA

BCSPCA
SPEAKING FOR ANIMALS

Take home Message 6

When you have the right tools to use,
you can write everything better, and faster,
because you know how to connect with and grow
your donors' identities, love and well-being

Home Made Fundraising Communications



People are hungry in Yemen

Send urgently needed shelter, protection and hope today.

DONATE NOW



Keep Families Warm

Send lifesaving winter supplies and aid to strong refugee families trying to make it through this bitter cold winter.

DONATE NOW

The changes do not have
to be long



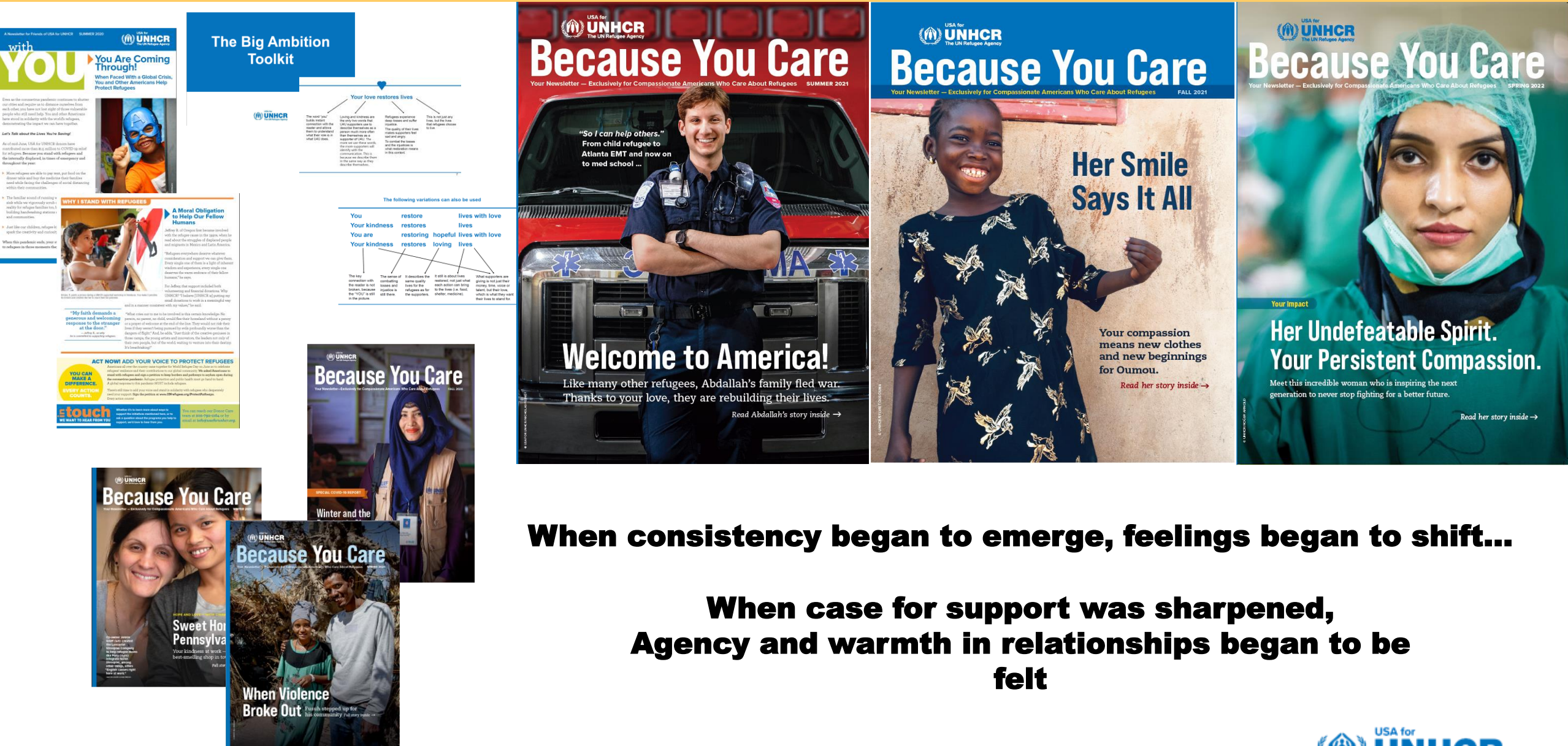
MATCH: Celebrate World Refugee Day

Double your impact, double your love. Your kindness today will be MATCHED to give even more hope to vulnerable families.

DONATE NOW

They just need to be everywhere
whenever possible

Home Made Fundraising Communications



When consistency began to emerge, feelings began to shift...

When case for support was sharpened,
Agency and warmth in relationships began to be
felt

Home Made Fundraising Communications



As your witness

From Anne-Marie Grey,
Executive Director and CEO

Your love is the seed of new beginnings for refugees

My Dear Reader,

There are few things that bring me as much joy as sharing **inspiring stories** that **your love for refugees** makes possible.

I recently came across two incredible stories that I just can't stop talking about: the story of Dr. Saleema Rehman, an Afghan refugee, now a doctor in Pakistan, and Laura Londono, a former refugee from Colombia who is now a college senior and working toward her dream of joining NASA.

These two women are awe-inspiring in the relentless pursuit of their dreams. They remind me of the endless potential young people have when given the chance to shine. Their stories also remind me how important your love and support for refugees is — you stand with refugees during the hour of their greatest need and offer the cheering support that fuels them to turn hopes into reality.

It's a powerful combination that is helping young women like Dr. Rehman and Laura reach their goals.

Thank you for all you do for refugees and displaced families around the world. I hope you won't stop talking about these incredible stories of strength and resolve that you help make possible. I know I won't!

With gratitude,

Anne-Marie Grey



© UNHCR/AMR BOUCOS

What happens when you roll up your sleeves?

You are planting seeds for a sustainable future

FOUR YEARS AGO, the ground surrounding Minawao refugee camp in northeastern Cameroon was nothing but dried dirt and sand. The dramatic impacts of climate change are devastating to the nearly 70,000 refugees living in the region.

Today, Minawao is virtually unrecognizable. Lush green foliage covers the ground as far as the eye can see. Plants surround most of the buildings and shelters. Parents tend to the gardens outside their tents, while children clutch their precious tree seedlings and eagerly run to an open patch of land to plant their new treasure — a seedling that will soon yield fruit, medicine and protection for their family.

PROTECTION FROM DROUGHT

More than 360,000 seedlings have been planted since 2018. The project is part of a larger initiative called the Great Green Wall, which aims to grow a 5,000-mile-wide green barrier to protect the region against land degradation, desertification and drought.

"The trees bring us a lot. First, they provide the shade necessary to grow food. Then, the dead leaves and branches can be turned into fertilizer for cultivating."

— LYDIA, A NIGERIAN REFUGEE WHO NOW MANAGES A NURSERY AT MINAWAO REFUGEE CAMP

It's also a vivid example of the long-lasting impact of your love. Your investment in the innovative programs that are improving livelihoods, are — quite literally — planting the seeds for a brighter, greener and more sustainable future. Just ask the proud kids in the photo above! ♥

In Your Words

"As a Muslim it's my duty and obligation to help people in need with whatever means I have. It does not matter if you can give more or less, a good deed like helping others is a reward in itself. The peace of mind I get knowing my little donation is making someone else's life a little better is very precious. I will encourage everyone to do the same. You can't be a good human or a religious person if you don't help others in need."

— FAIRUJ J., EAST MCKEESPORT, PA



NOT FORGOTTEN BECAUSE OF YOU

Iraqi refugee Hayder (above) with his sisters Thlal and Widian. Both Hayder and Thlal have a genetic blood disorder and require regular transfusions. Thanks to your kindness the family receives cash assistance to support their medical treatment.

© UNHCR/ALLY CARUSLE



Because You Care

Your Newsletter — Exclusively for Compassionate Americans Who Care About Refugees — SPRING 2022

Your Impact

Her Undefeatable Spirit. Your Persistent Compassion.

Meet this incredible woman who is inspiring the next generation to never stop fighting for a better future.

Read her story inside →

In Class Creativity!

Ben,

I told Sara all about you on Sunday. Before I had finished, she was weeping uncontrollably. Big tear drops rolled down her cheeks and onto her dinner plate. She was crying because for the first time in a long time, she felt loved—unconditionally.

You see, Ben, Sara is one of the youngest guests we host for dinner. She never knew her parents and has been in and out of foster care most of her young life. A back injury and loss of employment resulted in her without a home or with anyone to turn.

Sara doesn't talk much. She is normally as quiet as a mouse. But on Sunday, something happened. Something changed...

Like most Sundays, I took time at the close to connect one on one. I sat down across from Sara at a corner table and we chitchatted for a few minutes. (Sara tends to sit away from everyone else, against a wall or at a corner table)

When I mentioned my gratitude that our regular donors continue to bless us with their faithfulness, Sara stopped and looked up.

"I thought the government paid for these meals" she remarked mid-bite. "No, Sara, these are everyday heroes that share their love and generosity. They are the ones that fill our kitchen each week." Dear friends like you, Ben.

Sara was silent for a moment, as if she was processing a thought. There was a change in her expression... a softening.

Then she began to weep.

That was the moment love touched a broken soul. Your faithful kindness opened up a closed heart. And it's not just Sara, whose life you are changing. So many homeless and struggling guests can enjoy a hot meal and the warmth of your love in the midst of the winter cold.

Thanks to
David Goldfinch

Director of Integrated
Marketing & Customer
Experience at the Christian
Broadcasting Network

Participant of our Certificate in
Fundraising Copywriting



How to love your donors

In a philanthropic-psychology (PhilPsych™) way

March Learn 365



philanthropy-institute.org.uk/



[company/the-philanthropy-centre](https://www.linkedin.com/company/the-philanthropy-centre)
[in/jen-shang-92320967](https://www.linkedin.com/in/jen-shang-92320967)



[@IFSPnews](https://twitter.com/IFSPnews)

