



IABC Fellows Designation  
Nomination Guide 2022



International Association  
of Business Communicators

September 2021

Dear Nominator:

Thank you for taking the time to consider yourself or an IABC colleague for the IABC Fellow designation.

The Fellow designation is the highest honor conferred by IABC. Becoming a Fellow denotes a body of achievement by a communication professional who has had a significant impact not only on their organization and IABC, but also on the communication profession overall.

This guide includes:

- Background on the Fellow designation
- How to submit a nomination
- The Readiness Assessment Questionnaire
- The rubric used by the Selection Committee to evaluate nominations
- Nomination timeline

Please consider completing the Readiness Assessment Questionnaire before you start the nomination process. Not only will it identify strengths that need to be highlighted, it will also indicate areas a potential nominee needs to work on before embarking on the Fellows nomination journey.

If you have any questions, please don't hesitate to reach out to [governance@iabc.com](mailto:governance@iabc.com).

Sincerely,



Alice H. Brink, ABC, IABC Fellow  
Chair, IABC Fellows Selection Committee

**FELLOWS CLASS OF 2022**  
**Nomination Deadline**  
**29 October 2021 at 11:59 p.m. CST**

**1. Key Dates 2021-2022**

TIMELINE	
Fellows Class of 2022 open call commences	15 September 2021
Open call closes at 11:59 p.m. CST	29 October 2021
Submission review and scoring	November 2021 - January 2022
Finalist interviews	December 2021
IEB confirms 2020 Fellows slate	February 2022
Outreach to all nominators and nominees	February 2022
Announcement of the Fellows Class of 2022	February – March
Fellows designation bestowed at World Conference New York	June 2022

**2. Background on the Fellow Designation**

**2.1 Description**

Selection as an IABC Fellow is the highest honor IABC can bestow upon one of its members. The designation is given to recognize those IABC members who continually have made an outstanding contribution to the communication profession through exemplary achievement within their own organization and through unselfish service to IABC, its members and the profession as a whole. Awarding of the Fellow designation follows an open call for nominations and an evaluation against specific criteria by the Fellows Selection Committee. The Committee annually proposes a class of new Fellows, who must be approved by a two-thirds vote of the IABC International Executive Board for selection.

**2.2 Diversity, Equity and Inclusion**

In line with IABC’s [approach to diversity, equity and inclusion](#) (DE&I), the IABC Fellows Selection Committee is committed to actively seeking candidates from a broad range of backgrounds and encourages a diverse nominee pool via the open call process. In addition, DE&I factors are also part of the review and evaluation process.

**2.3 Designation Bestowed**

IABC Fellow. The designation is bestowed for life in accordance with IABC policies.

**2.4 The Fellows Selection Committee**

The Fellows Selection Committee is responsible each year for evaluating nominations and making recommendations to the IABC Executive Board (IEB) for up to five IABC Fellows. This committee is also responsible for input to the IEB on policy, standards, and strategic development of the IABC Fellows program.

Learn more about who serves on [this committee](#).

## **3. The Nomination Process**

### **3.1 Nominations**

- Both IABC members and non-members may nominate members who meet the qualifications listed below.
- A member may self-nominate.
- Members of the Fellows Selection Committee may not nominate an individual or submit letters of support during their term on the committee.
- Members of the International Executive Board may not nominate an individual or submit letters of support during their IEB term.

### **3.2 Class Size**

To maintain the prestige of the Fellow designation, IABC will bestow it on no more than five persons in any one year. [IABC Policy Manual, Section II- (i)] The Fellows Selection Committee is not required to propose a minimum number of new Fellow designations annually.

### **3.3 Qualifications and Eligibility**

- Only members of IABC in good standing are eligible to be IABC Fellows.
- Nominees must have at least five years of IABC membership. Years do not need to be consecutive.
- Present IEB members and any person who has served as Chair of the IEB during the past three years are not eligible to be nominated. For 2021-2022 nominations, a past chair must have completed their term before 1 July 2018.

### **3.4 Readiness Assessment Questionnaire**

The Readiness Assessment Questionnaire (Appendix A) should be a first step in preparing a nomination. It can help determine if a potential nominee meets the stringent evaluation requirements of the Fellows Selection Committee and can help identify the appropriate qualifications to highlight in the nomination. The assessment is also a valuable coaching tool for preparing oneself or another person for a future nomination. The Readiness Assessment Questionnaire is also accessible on the Fellows Designation page of the IABC website.

### **3.5 How to Submit a Nomination**

Please fill out the [online nomination form](#). You will need to create a login and will have the option to save as you go before submitting your final nomination by the deadline. Please note that the login to this system is not the same as your IABC login. Should you have any problems with the nomination process, please email your concerns to [governance@iabc.com](mailto:governance@iabc.com)

### **3.6 Nomination Materials**

The nomination package should tell the Selection Committee the story of the nominee, and all pieces need to support the story. The nominator is responsible for gathering all items and ensuring they collectively reflect why the nominee should be considered for the Fellow designation. Incomplete nomination packages will not be considered.

***The completed online nomination package must include:***

### **3.6.1 Detail on the nominee**

- Contact information, i.e., address, email, and phone number
- Nominee's IABC Chapter (or Member-At-Large region) and member number

### **3.6.2 Nominee's resume or curriculum vitae**

Upload as a PDF file.

### **3.6.3 Nomination cover letter**

The cover letter (uploaded as a PDF file) should speak to why the nominee exemplifies the Fellow designation and embodies IABC's values and ethics. This document should provide an overall view of the nominee and highlight the key areas of the four detailed sections below. This is also the place to include any elements of the nominee's life and experience that do not fit neatly into one of the detail sections.

### **3.6.4 Nominee's qualifications**

These four sections are entered directly into the online nomination form. It is recommended that you draft these as Word or equivalent documents, then copy and paste into the form. The Readiness Assessment Questionnaire and the evaluation rubric (see Appendices) provide additional guidance on content to include.

- **Impact on the profession.** *Indicate the impact the nominee has had on the practice of communication, the communication profession, and the organizations they have been involved in. This can include mentoring/developing junior professionals as well as broader impacts. (450-word max)*
- **Career achievement.** *List the nominee's communication-related career achievements. Emphasize demonstrable results of the nominee's communication efforts, the scope of responsibilities, advancements, accreditation/certification, recognition (e.g., awards), education, and length of time in the profession. (450-word max)*
- **Contribution to the body of knowledge.** *List books, articles, columns, research papers, seminars, workshops, keynotes, courses (traditional or online), blogs, and podcasts (for non- IABC outlets). For academic nominees, please also include any professorships and other academic distinctions. (450-word max)*
- **Contribution to IABC.** *Leadership at chapter, region, and international board levels, committee activity, other IABC volunteer efforts, presentations to chapters and regions, articles written for IABC publications, and other IABC-related activities. (450-word max)*

### **3.6.5 Letters of Support**

Please obtain four letters of support for the nomination from individuals who know the nominee well and can speak in support of one of the four qualification criteria listed above. Support letters can come from IABC members or other colleagues familiar with the nominee professionally. Each of the four letters must address a different criterion (e.g., impact on the profession). You may wish to share the appropriate table from the evaluation rubric (Appendix B of this

document) with the references as guidance, but the letter should focus on the supporter's personal experience with the nominee.

The nominator is responsible for receiving the letters of support and uploading them into the nomination form along with the contact information for the individual who provided the letter.

### **3.6.6 Optional Additional Information**

The nomination form includes an option to add relevant information that is not covered elsewhere in the form. If you feel that the nomination already fully tells the story of the nominee, it is not necessary to complete that section of the form.

## **4. The Evaluation Process**

**Step 1:** Nominations are verified for completeness. Only complete nominations are taken forward.

**Step 2:** The IABC Ethics Committee reviews the names of nominees to ensure they are members in good standing, which includes having no current violations of IABC's Code of Conduct and Code of Ethics.

**Step 3:** Eligible nominations are then scored by the IABC Fellows Selection Committee using the evaluation rubric (see Appendix B). The scoring gives equal weight to the five criteria:

- Alignment with IABC's values and ethics (20%)
- Impact on the profession (20%)
- Career achievement (20%)
- Contribution to the body of knowledge (20%)
- Contribution to IABC (20%)

As noted in Section 2.2, in line with IABC's approach to DE&I, the Fellows Selection committee actively considers diversity factors in the evaluation and selection process. This includes taking a culturally-sensitive approach to an individual's background, as well as considering the nominee's professional impact and achievements that open the profession to diverse practitioners or serve diverse audiences.

**Step 4:** Based on the nominees' scores against the rubric, the Fellows Selection Committee identifies finalist nominees and conducts recorded interviews with these nominees to assist in the committee's final selection.

**Step 5:** The Selection Committee uses all information from the nomination and interviews to finalize the proposed slate for the Class of IABC Fellows.

**Step 6:** The proposed slate is sent to the International Executive Board (IEB) for its approval.

## **5. Notification and Feedback**

Feedback will be given to the nominator and nominee on the outcomes from the process. For nominees not selected as Fellows, the feedback will focus on identifying areas a nominee could strengthen/build on for a future nomination.

## **6. Announcement and Recognition**

Once the selection, notification and feedback process has been completed, the selected Class of Fellows will be announced via:

- IABC internal platforms reaching members and leaders

- Posts on IABC external and social media channels
- Media release provided for local distribution
- Listing on Fellows Designation page of IABC website

The designation will be formally bestowed during the annual World Conference.

## Appendix A

### Readiness Assessment Questionnaire

This questionnaire enables aspiring IABC Fellows or those considering nomination to determine to what extent the individual already meets the requirements to be considered for this designation and which areas they still need to attend to. This questionnaire will also assist nominators in preparing nominations that will present the nominee in the best possible way.

The questions are phrased on the assumption that it is the aspiring Fellow who is answering them.

#### About yourself

- Are you an IABC member in good standing?
- Have you been a member of IABC for a minimum of 5 years (not necessarily consecutive)?
- Are there four people who would be willing to write letters of support for you, each addressing one of the four criteria listed in 2.1 through 2.4 below?

*Note: Current IABC International Executive Board members, current Fellows Selection Committee members, and individuals who have served as IABC International Chair within the past three years are not eligible to be nominated.*

#### Your qualifications

Answering the following questions will indicate to what extent you meet the criteria set for the Fellows Designation.

#### Your alignment with IABC's values and ethics

- Do you have evidence that your professional conduct is in alignment with IABC's Code of Ethics? Have you advocated for ethical conduct in challenging situations?
- Is there good evidence that you model IABC's Code of Conduct by exercising consideration and respect in your speech and actions?
- Have you used your communication skills to make a difference through volunteer contributions (e.g. community, NGOs or advisory roles)?

#### Your impact on the profession

- Is there evidence that you have had a positive impact on the communication profession?
- Have you served in regional and international leadership roles for IABC and/or other professional organizations?
- Have you had an impact on others in the profession through mentoring or development of talent within your organization or elsewhere?
- Have you introduced new ways of thinking about the practice of communication?
- Have you used your communication skills to make a difference through volunteer or advisory roles at a local, national, or international level?

#### Your career achievements

- Is your professional career path evident, with clear evidence of advancement across positions over an extended period of time?
- Are you able to demonstrate the impact of your work in these roles?
- Is there evidence of your commitment to professional development, such as CMP, SCMP, ABC, or other

professional designations?

- Have you been recognized with awards of excellence on local, regional, or international levels?

### **Your contributions to the body of knowledge**

- Have you made contributions as a published author, lecturer, trainer, and/or workshop presenter?
- Have you been recognized at an international, regional, or local level for thought leadership?

### **Your contribution to IABC**

- Would your nomination show substantial contributions at one or more levels of IABC?
- To what extent have you made a visible positive impact on IABC?
- Do you have good examples of involvement and recognition? (Score higher for involvement and recognition at a regional and international level, or across disciplines/governing bodies.)

## APPENDIX B: The Rubric

### IABC Fellow Designation Scoring Rubric

All eligible nominees will be scored using the following rubric. To meet our commitment to fostering a diverse, equitable and inclusive community, DE&I factors are also part of the review and evaluation process.

<b>1. Demonstrated alignment with IABC Values and Ethics</b>						
<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<ul style="list-style-type: none"> <li>This person fully embodies IABC values, ethics and code of conduct</li> <li>A beacon for upholding the behaviors within IABC's brand personality</li> <li>This person reflects the values and the brand personality of IABC in his/her leadership roles</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Cited by others as a source for wisdom in difficult decisions</li> <li>Evidence/examples of highly visible and effective advocacy for IABC's values and ethics</li> <li>Career and volunteer history demonstrates outstanding commitment to using communication to make the world better.</li> </ul>	<ul style="list-style-type: none"> <li>Examples that show that this person is a strong proponent of IABC's values, and ethics</li> <li>Seen as a role model exemplifying the behaviors of IABC's code of conduct</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Using the IABC values in a coaching and mentoring role to a wide audience</li> <li>Evidence/examples of ethical behavior and role modeling in difficult situations</li> <li>Clear evidence of positive impact in volunteering and advisory roles</li> </ul>	<ul style="list-style-type: none"> <li>The examples reflect the behavior of a keen promoter of IABC's values and ethics</li> <li>Evidence of how this person lives the behaviors reflected in IABC's values and ethics</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Advocates for IABC's values and ethics.</li> <li>Demonstrates ethical professional conduct</li> <li>Evidence of role modelling and using skills in an advisory role</li> </ul>	<ul style="list-style-type: none"> <li>Examples are shared of how the nominee has demonstrated IABC's values as a communication professional over a period of time</li> <li>The nomination reflects professional conduct and ethical behavior</li> </ul>	<ul style="list-style-type: none"> <li>Examples of how some of the values of IABC are exemplified</li> <li>Not all the values are reflected in the examples provided, or not address in the nomination</li> </ul>	<ul style="list-style-type: none"> <li>Limited or vague examples of how this person embodies IABC's values and ethics</li> </ul>	<ul style="list-style-type: none"> <li>No evidence of alignment with IABC values and ethics</li> </ul>

<b>2. Impact on the communication profession</b>						
<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<ul style="list-style-type: none"> <li>The practice of professional communication has changed because of this nominee</li> <li>Impact on the profession, on a global scale, over a significant period of time and on several fronts</li> <li>This person has provided insights/research/ professional application that has influenced how communication professionals go about their work</li> <li>The impact reaches a national and /or global scale</li> <li>Served in senior/leadership communication roles in organizations</li> <li>Mentored and coached leaders on communication</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Conducted large scale research that has had an impact on the profession</li> <li>Recognition as a leader in the profession globally</li> <li>Introduced communication models or ways of practicing</li> <li>Advocates globally for the communication profession</li> </ul>	<ul style="list-style-type: none"> <li>The nominee served in a wide range of leadership roles and had a clear impact on the communication profession</li> <li>The impact and leadership is clear across multiple disciplines/clients/ geographies</li> <li>The nominee has served as a mentor and coach for communication professionals is an advocate for the development of talent within organizations or elsewhere</li> <li>Has served in leadership roles within IABC or Other professional organizations</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Has held a number of leadership roles over many years</li> <li>Has influenced communication practice &amp; thinking</li> <li>Is a mentor/coach and developer of others in the communication profession</li> </ul>	<ul style="list-style-type: none"> <li>Clear examples provided of the nominees contribution to and/or leadership in the communication profession in a wider area of influence locally/regionally</li> <li>The nominee has served in communication leadership roles in organisations and/ or professional bodies</li> <li>The Impact of the nominee reached across disciplines and governing bodies</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Has held a number of senior and/or leadership roles over multiple years</li> <li>Seen to be using their communication expertise to make a positive difference across a wide geography</li> <li>Has multiple clients or projects in varying areas or industries</li> </ul>	<ul style="list-style-type: none"> <li>Clear examples provided of the nominees contribution to and/or leadership in the profession in specific localized areas</li> <li>The contribution to the profession and/or leadership through volunteering or advisory across a wide geography</li> </ul>	<ul style="list-style-type: none"> <li>Examples provided of the nominees leadership roles and/ or how this person has impacted the profession, but the scale of the impact is unclear</li> <li>Have some examples of volunteering or advisory within a limit area</li> </ul>	<ul style="list-style-type: none"> <li>Little evidence of a contribution to and/or impact on the communication profession</li> <li>leadership with the profession is minimal or unclear</li> </ul>	<ul style="list-style-type: none"> <li>No evidence of a contribution to and/or impact on the communication profession</li> </ul>

3. Career Achievement						
7	6	5	4	3	2	1
<ul style="list-style-type: none"> <li>An accomplished professional journey, from foundation to business advisor or academic leader</li> <li>An outstanding contribution to all organizations in/for which they've worked</li> <li>Dedication to professional dev't through certification, accreditation and training</li> <li>Significant positive impact on colleagues &amp; teams led</li> <li>Impressive recognition in professional global/regional awards of excellence</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Senior accreditation or certification (SCMP, ABC)</li> <li>Confirmation of organizational impact</li> <li>Multiple Awards of excellence at international level (Gold Quill or other international awards)</li> <li>Other civil or professional recognitions at a national or international level (honorees)</li> </ul>	<ul style="list-style-type: none"> <li>A strong career journey, with increasing responsibility and scope in positions held over a number of years</li> <li>Significant achievements evident across many positions with wide ranging impact</li> <li>Holds a professional accreditation/certification</li> <li>Evidence of a number of professional awards of excellence</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Certification/ Accreditation or both (SCMP) or similar</li> <li>Recognised contributions to organizations or multiple organizations</li> <li>Awards of excellence locally regionally or internationally</li> </ul>	<ul style="list-style-type: none"> <li>Professional trajectory is clear, with evidence of advancement across positions</li> <li>Impact of work is presented for most roles</li> <li>Commitment to professional development is clear, with certifications/a ccreditation</li> <li>Professional development seen right across nominees career with awards or accolades</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>Commitment to ongoing professional development</li> <li>Awards of excellence (such as Gold Quill or regional local awards)</li> <li>Certification/ Accreditation (CMP)</li> </ul>	<ul style="list-style-type: none"> <li>Some evidence of a professional journey with increasing positions</li> <li>Consistent level of responsibility within professional roles</li> <li>Some career achievements/impact provided</li> <li>Professional development includes mid-level qualifications or certifications</li> </ul>	<ul style="list-style-type: none"> <li>Positions held do not demonstrate a trajectory of increasing responsibility</li> <li>Limited evidence of impact on organizations</li> <li>some professional development indicators with courses and certificates</li> </ul>	<ul style="list-style-type: none"> <li>Some background provided on career trajectory, but overall progression not clear</li> <li>Limited professional development indicators</li> </ul>	<ul style="list-style-type: none"> <li>Career journey and growth unclear</li> <li>No evidence of dedication to professional development</li> <li>Career advancement not evident</li> <li>Lacks professional accreditation /certification</li> </ul>

<b>4. Authorship, Lecturing and Speaking</b>						
<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<ul style="list-style-type: none"> <li>• A prolific contribution to the profession across the spectrum of avenues</li> <li>• A constant and reliable presence in the profession over a sustained period</li> <li>• Recognized as an icon in the profession</li> <li>• Ongoing willingness to share knowledge and experience as well advocating</li> <li>• Frequent contributor to credible publications, lecturing and speaking at global conferences and institutions</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Published author</li> <li>• A number of speaking engagements and/or lectures nationally/internationally</li> <li>• Recorded or live messages (podcasts, webinars)</li> <li>• Led training and facilitation across multiple geographies</li> </ul>	<ul style="list-style-type: none"> <li>• Significant contributions across multiple avenues as author, lecturer and speaker</li> <li>• Recognition as a thought leader on a regional/national level</li> <li>• Evidence of authorship, lecturing and speaking at credible institutions and professional bodies</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Publication contribution regular or across multiple publications</li> <li>• Speaker assignments regionally and nationally</li> <li>• Articles /blogs or videos published on various platforms and through a number of channels</li> <li>• Lectures, training and facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Recognized at a regional or local level for thought leadership</li> <li>• Evidence of authorship, lecturing and speaking on a regional level</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Leading workshops/training</li> <li>• Conducting lectures</li> <li>• Local speaking engagements</li> <li>• Have published articles, blogs and thought leadership pieces</li> <li>• Contributed and engaged audiences in discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Localized evidence of authorship, lecturing and speaking</li> <li>• Only recently started on this journey</li> <li>• Limited themes and speaking assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Some evidence of authorship, lecturing and speaking</li> <li>• Themes are limited</li> <li>• Exposure limited</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal evidence of authorship, lecturing and speaking</li> </ul>	<ul style="list-style-type: none"> <li>• No evidence of authorship, lecturing and speaking</li> </ul>

<b>5. Contributions to IABC</b>						
<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<ul style="list-style-type: none"> <li>• An outstanding level of commitment at all levels of the association</li> <li>• Has gone above and beyond the call of a volunteer leader over a sustained period of time</li> <li>• An advocate for the association; an IABC visionary and influencer</li> <li>• A recognized presence within IABC</li> <li>• Ongoing willingness to share knowledge and experience</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Achieved significant and measurable results in leadership roles on local, regional and international board, committees and task forces.</li> <li>• Through IABC involvement, has made a lasting impact on the practice of communications</li> <li>• Externally viewed as a supremely effective advocate for IABC development and growth</li> </ul>	<ul style="list-style-type: none"> <li>• Involved over a number of years at local/ regional and international levels on various committees and workgroups</li> <li>• Actively contributed to IABC content and training</li> <li>• Presented webinars/training on regional and international level</li> <li>• Clear examples of the nominee's impact on the profession through their involvement with IABC</li> <li>• A strong supporter of IABC's programs and the development of IABC regionally and internationally</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Regional and international level involvement</li> <li>• Impact demonstrated as a result of the nominee's involvement on IABC projects and initiatives</li> <li>• Visible advocacy of IABC</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement on chapter and regional level in various leadership roles</li> <li>• Positively impacted on the way the chapter and the region are run</li> <li>• Was a member of a committee or work group of the IABC on international level</li> <li>• Presented at IABC regional conferences</li> <li>• Have led an IABC Academy course or contributed to IABC content</li> </ul> <p><i>Potential indicators:</i></p> <ul style="list-style-type: none"> <li>• Chapter and regional involvement and impact</li> <li>• Member of an international work group /committee or task force</li> <li>• Led an IABC committee locally or regionally</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to IABC at a local level is clear over a period of years</li> <li>• Filled leadership and committee member roles at a chapter level</li> <li>• Has positively contributed at local regional events</li> <li>• Has presented at IABC workshops or supported training and development or local chapter mentorship programs</li> </ul>	<ul style="list-style-type: none"> <li>• The contribution is clear at a chapter level</li> <li>• Nominee has served on multiple local committees</li> </ul>	<ul style="list-style-type: none"> <li>• Limited contribution for a limited time</li> <li>• The contribution is not clearly presented</li> </ul>	<ul style="list-style-type: none"> <li>• Contributions very limited or not present at all</li> </ul>