



The Grenzebach Glier Quarterly Review

Philanthropic News and Analysis

Fall 2007

Global Fundraising Comes of Age

The business of philanthropy continues to move beyond national and cultural boundaries as the trend of global giving accelerates. A recent \$5 million donation to the Royal Shakespeare Company for its new theater in Stratford-upon-Avon, England, marked the largest gift from an American in the company's history; Saudi Prince Alwaleed bin Talal al-Saud, the world's 13th richest man, recently announced plans to donate \$40 million to finance the construction of two centers for Islamic studies in Great Britain, on the heels of a \$20 million gift to fund an Islamic art wing at the Louvre and two \$20 million donations to establish Islamic study centers at **Georgetown** and **Harvard Universities**; and, in the last few years, Hong Kong billionaire Li Ka Shing has established a Canadian charitable foundation, which has supported the **University of Hong Kong**, the **University of California at Berkeley**, and **St. Michael's Hospital Foundation** in Toronto with gifts of \$47.3 million, \$4.9 million, and \$1.2 million respectively.

This trend has not gone unnoticed by colleges and universities, healthcare institutions, and nonprofits worldwide. Since the 1980s, **Washington University in St. Louis** has been actively fundraising outside the U.S. "We have one development professional responsible for international markets who makes several annual trips abroad. This is an expanding activity. Our faculty are engaged worldwide," says David T. Blasingame, executive vice chancellor for alumni and development programs.

Stanford University has also been active in international fundraising for many years and in 1991 launched an international development division. "We focus on countries where we have a critical mass of Stanford family members and there is significant economic prosperity," offers Steven Suda. "The impact of globalization is the disintegration of the boundary between

continued on page 2

The Latest Philanthropic Frontier

At its present growth rate, Asia will overtake Europe as the second-richest region on earth within the next decade ("In Asia, a Different Art of Asking," by John Peralta, *The Chronicle of Philanthropy*, September 20, 2007). As the first generation of philanthropists emerges in Asia, a new generation of development officers is not far behind.

The first endowed chair to **Stanford University** was funded with a gift from Japan in 1920, according to Steven Suda, director of Stanford's international development division, and the university continues to mine Asia for ongoing support. "Our strategy is determined by understanding and utilizing our comparative advantages, focusing on countries with significant numbers of alumni and friends, and determining where significant gift potential exists. In the short term, we are focused on Hong Kong and the Middle East. In the long term, we look to the People's Republic of China, India, and Brazil as important sources of gift support."

"Coordinating and encouraging the international travel of field fundraisers and faculty members is

continued on page 9

In This Issue

Philanthropy

Online Resources for Transnational Giving 8

Nota Bene

International Schools Race to Develop Fundraising Programs and Donors 12

Global Fundraising Comes of Age

(cont. from page 1)

domestic and international fundraising," he adds, citing the increasing number of prospects and donors who spend half of their time in the U.S. and the rest overseas.

Five years ago, **Johns Hopkins University** placed its first international development officer abroad. "It was a bold decision that allowed quicker follow-up and better relationship-building with international prospects," says Jeff Schoenherr, director of development for the university's regional and international major gifts programs. Today, Gabrielle Bennett oversees development in Europe for Johns Hopkins, including its Bologna Center.

Like many institutions, Hopkins lets the number of alumni dictate its philanthropic regionalization. "In setting international fundraising priorities, we chose Europe first because the numbers are stronger there," says Bennett.

In February 2006, Susan Sutton became the first development officer designated to devise an international fundraising program for **Johns Hopkins Medicine**. She works closely with Johns Hopkins International, which facilitates the global development of Johns Hopkins Medicine in research, education, and clinical services. "We pursue grateful patients from around the world who want to enhance medical understanding and develop improved diagnoses, treatments, and cures for serious diseases," says Sutton.

From among the more than 7,500 international patients from 120 countries who visit the hospital annually, Sutton and her team have identified some 400 prospects from 52 countries with the potential of making gifts of \$1 million or more. To connect with them, Sutton develops a detailed travel itinerary—this year 17 trips to 43 countries. "I like to get in front of prospects at least three times within an 18-month period," she says. Her strategy works. Philanthropy generated by

international patients continues to grow for Johns Hopkins Medicine, from just above \$4 million in 2004 to more than \$68 million at the close of fiscal year 2007.

At **The University of Texas M.D. Anderson Cancer Center**, four to five percent of the 80,000 patients treated annually are international, according to Patrick Mulvey, vice president for development. "With a patient base of that size outside the country, it makes sense for us to consider this segment of our patient population as a significant opportunity for philanthropic endeavors." Generally, the

The Grenzebach Glier Quarterly Review

Philanthropic News and Analysis
Fall 2007, Vol. 4, No. 1

Donna L. Wiley, Executive Editor
Kathryn Kane, Managing Editor
Nancy Grund, Editor
Leslie Kovalic, Graphic Designer

Editorial Board

John J. Glier, *Chair*
G. Robert Alsobrook
Martin Grenzebach
Royal Govain
Kathleen A. Kavanagh

An international leader in philanthropic management consulting, Grenzebach Glier & Associates, Inc. (GG&A), has more than 45 years of experience with educational, cultural, medical, and other nonprofit institutions. The goal of the *Review* is to provide timely information about issues and events that are relevant to philanthropy.

The *Review* is available on our Web site at www.grenzebachglier.com and via e-mail upon request. Comments, questions, suggestions, and topics of interest are welcome. E-mail us at gga@grenzebachglier.com.

© 2007 by Grenzebach Glier & Associates. All rights reserved. Republication must include accurate attribution, with copy provided to GG&A.

Chicago Office: 401 N. Michigan Ave., Suite 2800,
Chicago, Illinois 60611, 312.372.4040, fax 312.372.7911

London Office: 212 Piccadilly, London, W1J 9HG,
+44 (0)20 7917 1758, fax +44 (0)20 7439 0262

Montréal Office: 925 de Maisonneuve West, Suite 402,
Montréal Québec H3A 0A5, 514.842.9241, fax 514.842.4880

“patients of means” that Mulvey cultivates understand philanthropy. “We work with them on a focused, individual basis.”

International Institutions Target the U.S.

C. Duncan Rice, principal and vice chancellor of the **University of Aberdeen**, brought more than a decade of experience in fundraising at **New York University**, where he served as dean of the faculty and vice chancellor. “In the last five years, we have expanded general fundraising and activities overseas. Based on the sheer number of graduates, the obvious place to concentrate was on the U.S.,” says Rice, whose strategy is “to isolate those of great wealth and goodwill, tell our story, and make the ask.”

“Aberdeen is a small city of 200,000 people in Scotland; we must rely on fundraising from outside our boundaries,” explains Lori Manders, the university’s director of external relations, who also handles international fundraising. While focused mainly on North America and Hong Kong, “China and India represent our fastest-growing alumni groups, but given our links with the energy sector, the Middle East is a future target.” A part-time development officer based in New Jersey primarily supports an American volunteer board and helps to coordinate alumni events, while actual fundraising is conducted from Scotland.

Joe Beyel sought a great adventure when he left his post as vice president for advancement at **University of Louisville** to lead the development effort at the **University of Nottingham** 18 months ago. To date, he says, the amount and consistency of international support at Nottingham has been episodic. Beyel is now looking to enhance support from the 3,400 Nottingham alumni in North America. “As an American, I am confident we can be more assertive and grow our support in the U.S. and Canada more quickly.”

At the **Richard Ivey School of Business** at **The University of Western Ontario**, alumni drive international fundraising. “We have 3,000 alumni—almost 20 percent of our alumni base—outside the country, including those from a Hong Kong campus established 10 years ago,” says Dean Carol Stephenson. “To be successful, we must focus outside our borders and be consistent in our communications.”

continued on page 4

World Billionaires by Region



North America (438)

Canada – 23

United States – 415



Latin America (38)

Argentina – 1

Brazil – 20

Chile – 3

Colombia – 2

Mexico – 10

Venezuela – 2

Global Fundraising Comes of Age

(cont. from page 3)

Crossing the Cultural Divide

Development officers agree that attitudes toward philanthropy vary from country to country. "Indigenous Europeans can have a different sense of philanthropy," says Bennett. "Younger people see the government cutting back on funding for higher education and healthcare. Many are starting to understand the concept of giving back." Still their suspicion about how gifts are used requires greater cultivation and stewardship.

"In Europe, not saying 'no' means the ask can go on forever."

While Americans will "just say no," Europeans are hesitant to offend development officers with an outright rejection, explains Bennett. "In Europe, not saying 'no' means the ask can go on forever." She has also observed Europeans

are not "as likely to splash their names on buildings or professorships" and respond better than Americans to group efforts to raise funds.

With alumni participation rates in the UK hovering close to two percent compared to the average U.S. rate of more than 11 percent, there is plenty of room for improvement. One of Beyel's goals: "We want to get our rate up to five percent. A recent study shows that only one in 100 of our graduates is making an annual gift to the university."

Tax laws may also affect philanthropic motivation. Several European countries, including France and Italy, have instituted more donor-friendly laws to encourage charitable giving, and many

institutions have created registered charities and foundations in other countries to give donors greater tax advantages and allow them to make international gifts. (See related story, p. 7.) Beyel notes, "Development officers in the UK should intensify their efforts with U.S. alumni during the last half of the calendar year" when many Americans take advantage of year-end charitable tax benefits.

Staying in Touch

Strong internal and external communications are critical to any international fundraising effort. Technology has made ongoing communication with donors worldwide a reality. "It is much easier to communicate with prospects or to connect them with our volunteers," says Manders. While you can reach anyone anytime by cell phone or by e-mail, international fundraising consultant and former director of **Cambridge University's** American development office Peter Little says, "It also means lots of late-night phone calls. I spend a good part of every evening on the phone to China and other parts of Asia."

Sometimes, distance can be an advantage, Bennett believes, helping to avoid politics and miscommunication within an organization. "There is less chance of confusion about who will call on donors in the UK and Europe. I am on the ground in the UK and can make the visits with regularity," she says.

Following each donor visit, Hopkins' Sutton sends a personal letter, followed by monthly mailings focused on one of the many disciplines at Hopkins recognized by *U.S. News & World Report*. She frequently forwards additional items of interest. Sutton also stays in contact with international patient coordinators, her main source of referrals, and offers training to help them identify prospects.

The Ivey Business School's commitment to internationalization is rooted in a strategic plan launched publicly in 2005 and linked to the school's capital campaign. Stephenson says, "People relate to our strategy, which has an international component and makes a case for what is happening on the main campus as well as our campus in Hong Kong."

Management and Volunteer Support Are Assets

One of the greatest assets in international fundraising is institutional leaders who are philanthropic partners. "Our principal is very experienced in the fundraising business. He understands philanthropy and connects well with people," says Manders, who makes eight overseas trips a year with Rice. "We frequently conduct other university business, such as meeting with government representatives or working to develop partnerships with other universities." Three volunteer boards support their efforts: a general campaign board, a U.S. board, and a Hong Kong board. "Our volunteers want to serve as ambassadors. We choose them carefully and work closely to reach their contacts and networks," she adds.

When Blasingame travels abroad with university leaders, "We ask trustees as well as corporate leaders in St. Louis for connections in the country. They can introduce us to people, such as corporate CEOs or individuals who head philanthropic efforts."

Members of the board of Johns Hopkins demonstrated their support for international fundraising by attending the 50th anniversary of its Bologna Center and the 20th anniversary of the Hopkins-Nanjing Center for Chinese and American Studies. "At the Nanjing Center, President Brody gave half of his address in Mandarin. Symbols like that are important. Local dignitaries were impressed and it went a long way in reinforcing our commitment to the region," describes Schoenherr. He adds that Hopkins is becoming more strategic in recruiting new board members who can be helpful "when we want to expand in Asia and the Middle East," noting that both the Bologna Center and Nanjing Center advisory councils include many international members.

continued on page 6

World Billionaires by Region



Europe & Russia (247)

- Austria – 3
- Belgium – 2
- Cyprus – 2
- Czech Republic – 1
- Denmark – 2
- France – 15
- Germany – 55
- Greece – 1
- Iceland – 2
- Ireland – 4
- Italy – 13
- Kazakhstan – 5
- Monaco – 1
- Netherlands – 4
- Norway – 4
- Poland – 5
- Portugal – 1
- Romania – 1
- Russia – 53
- Serbia – 1
- Spain – 20
- Sweden – 8
- Switzerland – 8
- Ukraine – 7
- United Kingdom – 29

Global Fundraising Comes of Age

(cont. from page 4)

Bennett adds, "It is a continuing education process to enlist the help of council members with fundraising. But volunteers come to understand that this is part of the leadership role."

"Our three volunteer boards play an important role in North America and globally," says Kelly

"If you start and stop your development efforts, your credibility will be damaged."

Cole, executive director of advancement at Ivey. "In Europe we are in the process of focusing the advisory board on fundraising by encouraging members to host prospect dinners." She adds, "In the last three or

four months, we recruited two volunteers in Asia to join the campaign cabinet and start a review of prospects."

Stanford recently established an International Development Council, a network of international volunteers for its current campaign. In addition, Suda notes, "Many current and former trustees and members of the various advisory boards across the university significantly assist our efforts by identifying and engaging prospects and stewarding international donors."

Challenges of International Fundraising

Raising funds across borders is not without its share of obstacles. Traveling around the world consumes a great deal of time and money. "Travel and recovery time take a great deal of energy," admits Ivey's Stephenson. "Be prepared for jet lag."

Scheduling is difficult and flights to many countries are irregular, leaving little margin for error. Before a recent trip to India, Sutton spent the day in Washington, D.C. waiting to obtain a required visa that would admit her to the country. She finally called her prospect in India who summoned the country's minister of finance to intercede on her behalf.


Travel, however, is not the only hurdle—maintaining staff, budgeting, and implementing plans across time zones all bring difficulties. Nottingham's Beyel is looking in the U.S. and Europe for major gifts officers and hopes to keep their interest by giving them varied international experiences. Stephenson uses the number of prospects in the pool to guide development staffing. "We look at where we can have the biggest impact without stretching the staff too thin," she notes. Then "the longer your tenure, the deeper the relationship," she adds, which is an advantage in matching the long-term needs and interests of donors, whether in London, Asia, or at home in Canada.

No matter where donors live, development efforts must be seamless. "If you start and stop your development efforts, your credibility will be damaged," says Cole. Ivey's staff recently met with alumni in Denver about an alumni event and ongoing activities. Now, staff must follow up to prove the school can deliver on expectations.

And no development program wants to be thought of as squandering resources. Aberdeen's Rice ponders how much he can spend on development efforts. "We spend about £1 million annually, which is perceived as high, but we can demonstrate value for that money," he says.

No development effort, of course, is without its administrative hurdles. International data is often

difficult to enter in traditional databases, and stricter data protection laws in Europe often make it hard to conduct research on international prospects, Bennett notes. Financial, real estate, and securities trading databases do not exist. “European prospects [prefer] you not know too much about them,” she says, compared to American prospects, who expect you to be fully briefed.

As development officers increasingly look outside their own borders for new sources of support, all of these considerations, and more, are important to success. All the same, the keys to successful fundraising remain constant: listening to clients, matching donor interest to institutional goals, careful cultivation, and selecting the right person to ask for the gift. 

Online Resources for Transnational Giving


A number of Internet resources provide useful information regarding the tax implications of transnational charitable giving. As always, GG&A advises every donor and charitable institution to consult an attorney or financial advisor regarding the tax implications of a specific charitable contribution.

Canada Revenue Agency, Pamphlet P113, Gifts and Income Tax, (<http://www.craarc.gc.ca/E/pub/tg/p113/README.html>), includes the latest tax changes and laws on gifts of all types to charities and other institutions.

Giving In Europe (www.givingineurope.org) provides donors, intermediaries, and beneficiaries with reliable information about the conditions, the possibilities, the best solutions and the procedures for making cross-border gifts and donations, while taking into account civil, tax, and philanthropic considerations. Features include a “Quick Search” to select the country of origin for the donor, the assets, and the beneficiary, and gain applicable tax information. The site includes a question and answer format for U.S. donors interested in giving to European beneficiaries.

The International Center for Not-For-Profit Law: Analysis of Tax Benefits for Charitable Donations by Individuals, (http://www.icnl.org/knowledge/pubs/Analysis_Tax_Benefits_Charitable_Donations_Individuals.pdf), offers comparative analyses on the availability of tax benefits for charitable donations by individuals for some Central and Eastern European countries.

U.S. Internal Revenue Service Publication 526, Charitable Contributions, (<http://www.irs.gov/publications/p526/ar02.html>), describes why, in some instances, contributions to charitable organizations in Canada, Mexico, and Israel are deductible. Click on Types of Organizations and scroll down.

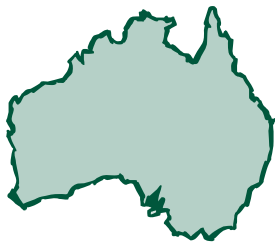
U.S. Internal Revenue Service Publication 597, Information on the United States-Canada Income Tax Treaty, (<http://www.irs.gov/publications/p597/ar02.html>), describes the circumstances under which contributions to Canadian charities are deductible. Click on Charitable Contributions. 

World Billionaires by Region



Asia (143)

- China – 20
- Hong Kong – 21
- India – 36
- Indonesia – 2
- Japan – 24
- Malaysia – 9
- New Zealand – 3
- Philippines – 3
- Singapore – 4
- South Korea – 10
- Taiwan – 8
- Thailand – 3



Australia (12)

Fundraising Abroad: Voices of Experience

- Donors are interested in successful organizations on the move. You must project intellectual excitement for new ideas and life in the university. *C. Duncan Rice*
- It is a misconception that you can't reach top international prospects. Very few people restrict access if one is warm, open, honest, and persistent. Potential donors have invited me to their palaces. They want to get rid of the layers between us—even members of royal families. *Susan Sutton*
- Donors want to make a difference. They can make a gift to Aberdeen that will be transformational. A big gift to a smaller school makes a bigger difference. *C. Duncan Rice*
- Build trust with prospects. Describe your case for support clearly and demonstrate its relevance to international donors. *Patrick Mulvey*
- Be creative about developing real, meaningful relationships. Find the intersection of your institution's interests and those of friends around the world. Show how their gifts can address those interests and impact society in a positive way. *David Blasingame*
- Be consistent, be in front of donors often and have a commitment to long-term relationships. Give people the confidence that you are there for the long haul. *Joseph Beyel*
- Don't project your own feelings about the process or timing; let the donors tell you where they are. Many in the world hold notions about the U.S. that are not true, just as many of our notions about cultures and people around the world are not true, particularly with respect to philanthropy. *Susan Sutton*
- Target and focus. Pick your spots. Understand why you want to be in a certain place. Be sure your actions are part of a strategic direction, not just an opportunistic thought. *Carol Stephenson*
- Keep expectations realistic for donors and colleagues. In international fundraising, success isn't just the amount raised, it is the fact that you are committed to building friendships and you demonstrate it by being there often. *Joseph Beyel*
- Success internationally is often due to paying attention to the little things, such as having a proposal translated to a local language or understanding that a nicely-wrapped present for international prospects is often as important as the present itself. *Steven Suda*

The Latest Philanthropic Frontier

(cont. from page 1)

challenging, since many want to travel to the same cities, often at the same time—it was Tokyo in the early 1990s and now it is Hong Kong," says Suda.

Many development officers are following the lead of their institutions' established academic programs. Since 1986, the Hopkins-Nanjing Center for Chinese and American Studies has been training leaders to manage relationships between China and the West. One development officer, now based in D.C., is assigned to the Nanjing Center, but greater activity is predicted in the years to come. "President Brody's interest in Asian culture and his desire to make stronger connections there is allowing us to think bigger," says Jeff Schoenherr, director of development for Johns Hopkins University's regional and international major gifts program. "We are currently discussing a deployment of resources and commitment similar to what we made in Europe, however we must be comfortable in giving a development effort in Asia time to be successful. This new strategy may happen in the next few years."

Washington University in St. Louis launched an initiative in 1986 to develop international relationships, with a focus on Asia. "Two-thirds of our international students are from Asia, and we have some very distinguished alumni there," explains David T. Blasingame, executive vice chancellor for alumni and development programs.

At the same time, the university created its International Advisory Council for Asia, which includes corporate executives, alumni, and parents. "Our goal was to increase name recognition, strengthen relationships with governments and other entities, build student relationships, and enhance fundraising opportunities."

With the endorsement of Chancellor Mark Wrighton, institutional leadership—trustees, vice chancellors, and academic deans—are invited to attend week-long council meetings held every 12 to 18 months in key countries in Asia. "The chancellor and deans present updates on school activities and three or four faculty stars conduct seminars with educational institutions in each country," says Blasingame. "Advisory Council members

continued on page 10

World Billionaires by Region



Middle East & Africa (68)

- Egypt – 4
- Israel – 9
- Kuwait – 4
- Lebanon – 4
- Oman – 1
- Saudi Arabia – 13
- South Africa – 3
- Turkey – 25
- United Arab Emirates – 5



Source: "The World's Billionaires Rank,"
February 9, 2007

The Latest Philanthropic Frontier

(cont. from page 9)

have made introductions and arranged individual and group meetings with corporate leaders. Between meetings, we communicate by email as a group and we publish a special quarterly newsletter for Asia," adds Blasingame.

In 2005, the university and 15 leading Asian partner universities launched the McDonnell International Scholars Academy, a global education and research initiative. International Advisory Council members have funded professorships and scholarships and have helped secure sponsors for students at many partner universities.

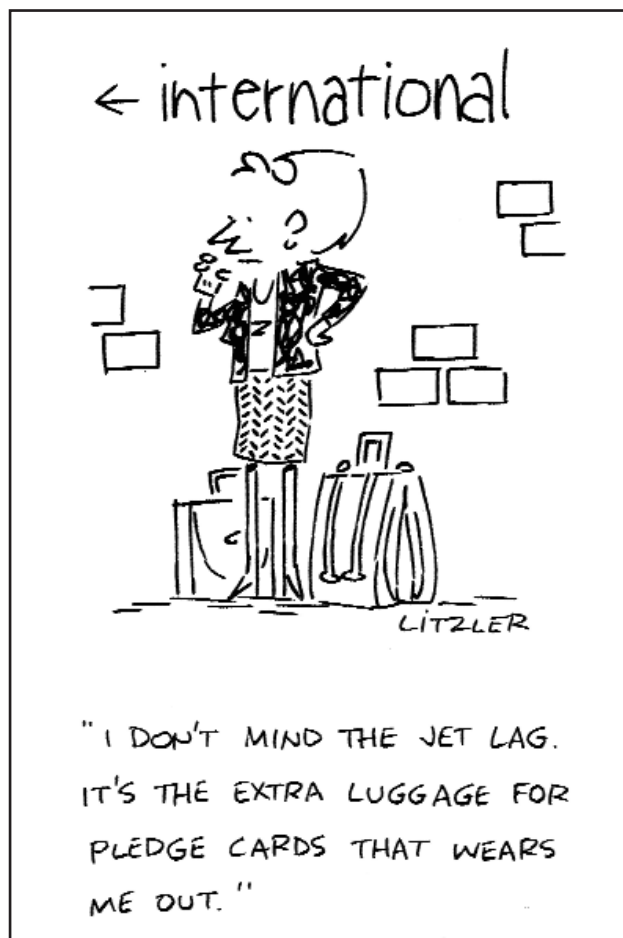
As the first foreign university with a license to operate a campus in China, the University of Nottingham is developing a consistent presence in Asia, most notably through its campuses in Ningbo, China, south of Shanghai, and in Malaysia, near Kuala Lumpur. "Our chancellor, a leading Chinese physicist and academician and the former president of **Fudan University** in Shanghai, understands the importance of philanthropy. He offers advice and guidance as we get more comfortable in the region. We believe that consistency will be rewarded with new friendships leading to greater opportunities for support," says Joe Beyel, director of development.

Carol Herring, president of the **Rutgers University Foundation** and former vice president of external affairs of the **Asia Society**, a nonprofit educational organization to promote understanding between the U.S. and Asia, believes Asians are more philanthropically aware than ever, but international fundraising in Asia must be viewed as an investment in the future. "People are more open to philanthropy, but you have to develop longer, deeper relationships with individuals who are far away and, in many cases, don't have the American tradition of being asked for money."

Despite the change in attitude, it really was mega-wealthy Asians who were truly engaged in philan-

thropy, and, she acknowledges, many donors wanted to have an impact on their hometown, not halfway around the world. She cautions that, when making an investment of resources, "development is affected by the economic ups and downs of Asia. Previously, Japan was the source of a great deal of money and that dried up entirely. You have to be attuned to economic cycles worldwide."

The Ivey School has a strong presence in the Asian business world with a decade-old campus in Hong Kong. "Our faculty know what it is like to do business there, and we use that knowledge to our advantage. We know we need consistency in face time," says Dean Carol Stephenson, who travels to Hong Kong for an annual convocation and dinner, the biggest alumni event of the year.



Tapping the China Market

International fundraising consultant Peter Little works with a number of China-based organizations to raise funds in the U.S. and abroad. “As China has gotten hot and bilateral relations have grown, all sorts of opportunities are there.” Little represents **Tsinghua University** in its development efforts in the U.S. “Most of the graduates in the States are mid-level scientists or engineers, although some have moved into entrepreneurship. The biggest returns will be in the next decade or two as they advance in their careers.” Little is cultivating major institutional donors, foundations, and multinational companies, such as Microsoft and Google, that have research operations in Tsinghua’s science park next to the university.

He has also helped Chinese-American AIDS researcher David Ho, who pioneered antiretroviral cocktail therapy for HIV, raise some \$15 million in just three years for the China AIDS Initiative, a prevention and treatment alliance to fight China’s HIV epidemic. Chinese-American and Hong Kong philanthropists have responded generously to humanitarian appeals led by Dr. Ho.

Little is also raising funds here and abroad for an arts conservation project to preserve Dunhuang, the ancient meeting point of eastern and western culture on the Silk Road that houses the largest repository of Buddhist art in the world. “The challenge is raising funds without a natural constituency such as alumni. We have created an international advisory board and are engaging the leading philanthropists in the overseas Chinese community, American patrons of the arts, multinationals, and foundations interested in arts conservation.” He recently accompanied **The Dunhuang Academy’s** director on a U.S. road trip to launch The Friends of Dunhuang.


“There is an emergence of homegrown philanthropy in China. Many projects are receiving support from local Chinese entrepreneurs that we

did not see before,” says Little, who advises U.S. institutions to position themselves to capitalize on this future income stream. “You need more than senior leadership waving the flag. You need to meet with local alumni groups, which may contain a future benefactor or someone who can help you identify prospects who might want an affiliation with a prestigious overseas institution.”

In reaching the Asian market, Little notes it is important to provide a mechanism for local participation. “For the AIDS project, we have an active Hong Kong volunteer committee.” He describes how the Hong Kong charity circuit includes ballroom galas that are frequently broadcast on television. “That means tens of millions of people get your message.”

“As China has gotten hot and bilateral relations have grown, all sorts of opportunities are there.”

He cautions that in dealing with foundations in China, the interests of family members are strongly represented at the board level, and he believes that fundraisers assigned to Asia “should have a good understanding of the local culture. If they are not Asian, they should know the language and have previous exposure to the culture. Otherwise they are perceived as someone coming into the area to skim from the top.”

Increasingly, he notes, Chinese donors are supporting core institutional needs rather than Asian scholarships or cultural exchanges. He suggests enlisting Asians for service on boards and councils to gain a better appreciation of institutional needs. “You will then see philanthropy flowing in all directions, not just to projects that benefit Asia.” 

International Schools Race to Develop Fundraising Programs and Donors

Like most European independent schools, fundraising is a relatively new and an inherently challenging activity for the 43-year-old **International School of Paris**. Carrie Levenson-Wahl, director of external relations, who launched its development program five years ago as a parent volunteer, must quickly develop ties to the families and corporations in her donor base.

Unlike universities, which have the luxury of building relationships over years, the International School must make instant friends. "Families typically stay in a location for three to five years before relocating," Levenson-Wahl says. "That does not give us much time to cultivate million-dollar gifts."

She admits, "I have one hand out to welcome families and the other hand out to ask for a gift. I had the audacity to ask for a \$250,000 gift after six months."

Levenson-Wahl, like most independent school fundraisers, has focused on parents. "Our students represent 67 nationalities," she explains. In the future, she will be tapping into the corporate sector for greater support. With 80 percent of student tuition at the International School paid by corporations, Levenson-Wahl has adapted a *quid pro quo* strategy with expatriate companies. "They desperately need us. In the city of Paris, we provide educational opportunities for the children of employees from all over the world," she says.

When cultivating these families and businesses, Levenson-Wahl is fortunate to have strong partners. "The head of school is an extrovert, very personable and comfortable speaking to large and small groups," she says. "He has the vision, and I ask for the gift, although he isn't afraid to make the ask either." Similarly, the board chair, a **Dartmouth College** graduate, has required little education about fundraising.

This year, for the first time, every member of the school's board of trustees, which includes

representatives from Finland, France, India, Ireland, Japan, Korea, and the UK, made a gift to the school. Still, the largest gift to date, a \$250,000 commitment from an American parent working in Paris for Morgan Stanley, came in Levenson-Wahl's first year on the job.

Building A Culture of Giving

Levenson-Wahl finds herself drawing on her 20-plus years of experience as a fundraiser for independent schools in New York, Chicago, and Virginia for development strategies. When she was hired, no formal alumni program existed for the school, which enrolls some 650 students from preschool to high school. "The alumni database was an EXCEL spreadsheet with the names and years of graduating students taken directly from the yearbook," recalls Levenson-Wahl, who is still building an alumni database and now oversees annual reunions in London, New York, Paris, San Francisco, and Tokyo.

She has found that all cultures respect and revere teachers and teaching and has built on those sentiments in creating a culture of philanthropy. One of her priorities is to cultivate the growing number of American parents eager to give their children experiences living abroad. "When tuition-paying Americans who understand philanthropy enroll their children, my radar is up; that's one of my primary targets." 🗳️

"When tuition-paying Americans who understand philanthropy enroll their children, my radar is up..."