January 29, 2014

# International Fundraising:
## Giving Without Borders

*Preparing Your Institution for a Global Future*

SAN FRANCISCO, CALIFORNIA

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*President and Chief Executive Officer*

*Grenzebach Glier and Associates*
*Consultants in Philanthropic Management*

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# Today's Agenda

**1** | Landscape and
a Few Challenges

**2** | Global Philanthropic Growth:
**The World Giving Index 2013**

**3** | An Initial Survey
of CASE Participants

# The Landscape for North American Higher Education

+ The steady globalization of our student bodies, our curricula, our faculties, our alumni, and our voluntary leaders

+ The rise of global rankings; substantial growth in academic outreach, global partnerships, new campuses

+ Increased philanthropic activity in support of higher education on every continent; public policy and government initiatives

+ A new willingness to invest in global engagement as we move out of the "trough" of the economic downturn

+ The push from our University leaders to seek broader global philanthropic support, to form global partnerships, and to compete for the best global students with scholarship resources

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# Broad Strategic Challenges

+ Ensuring that our institution has developed a global "strategy", integrating the disparate initiatives across our campuses

+ Generating sufficient initiative and follow-up across time and distance

+ Building upon local, indigenous philanthropic culture and practice; recognizing tax and policy issues, and the local PR context

+ Effective engagement platforms: global programs and events, regional Boards and voluntary structures, mainstream campus engagement

+ Utilizing institutional and academic thought leaders: logistics, costs, partnerships, timely access, both on campus and abroad

+ Big ideas that can inspire cross-border gifts, and connect to issues that are relevant to those global donors

# Key Challenges For Our International Fundraising Staffs

+ Making the case for program growth; redefining ROI, short term and long term

+ Finding experienced major gifts professional talent, with sufficient cultural dexterity, and the ability to travel

+ Devising "effective" organizational structures and program strategies; regional and campus-based

+ Building the right "Case" and compelling, granular gift opportunities that can align culturally, inspire international donors with what matters to them

+ Tracking and "aligning" the increasing variety of global initiatives emerging across our campuses

+ Managing the unique challenges that come with long distance and culturally diverse constituents: vetting major gift prospects, admissions pressures, etc.

# Charities Aid Foundation:
## World Giving Index 2013

+ The aim of the World Giving Index is to provide insight into the scope and nature of giving around the world. The Charities Aid Foundation, with the help of the Gallup Inc. presents giving data from around the globe (135 countries) over a five year period (2008-2012).

+ Charities Aid Foundation is a leading institutional charity registered in the United Kingdom, with nine offices covering six continents.

+ This report is primarily based upon data from Gallup's World View World Poll, an ongoing research project carried out in 135 countries in 2012 that together represent around 94% of the world's population (approx. 4.9 billion people). The survey asks questions on many different aspects of life today including giving behavior.

# Charities Aid Foundation:
## World Giving Index 2013

In order to ensure that it is understood in its various forms, the World Giving Index looks at three aspects of giving behavior:

**1** Did you donate money to a charity?

**2** Have you volunteered your time to an organization?

**3** Have you helped a stranger, or someone you didn't know who needed help?

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# The World Giving Index: Top 20

| | World Giving Index 5 year ranking | World Giving Index 5 year score (%) | Helping a stranger 5 year average (%) | Donating money 5 year average (%) | Volunteering time 5 year average (%) | World Giving Index 1 year score (%) | Difference between 1 and 5 year score (%) |
|---|---|---|---|---|---|---|---|
| United States of America | 1 | 58 | 70 | 62 | 42 | 61 | 3 |
| Australia | 2 | 58 | 66 | 71 | 36 | 55 | -3 |
| New Zealand | 3 | 57 | 67 | 66 | 40 | 58 | 1 |
| Ireland | 4 | 57 | 63 | 74 | 36 | 57 | 0 |
| Canada | 5 | 56 | 66 | 65 | 38 | 58 | 2 |
| United Kingdom | 6 | 54 | 60 | 74 | 28 | 57 | 2 |
| Netherlands | 7 | 54 | 51 | 74 | 37 | 54 | 1 |
| Sri Lanka | 8 | 49 | 52 | 48 | 46 | 48 | 0 |
| Qatar | 9 | 46 | 63 | 58 | 17 | 51 | 5 |
| Hong Kong | 10 | 46 | 56 | 68 | 14 | 44 | -2 |
| Malta | 11 | 46 | 43 | 72 | 23 | 47 | 1 |
| Turkmenistan | 12 | 46 | 57 | 21 | 59 | 42 | -4 |
| Denmark | 13 | 45 | 50 | 64 | 22 | 42 | -3 |
| Liberia | 14 | 45 | 80 | 11 | 45 | n/a | n/a |
| Thailand | 15 | 45 | 43 | 76 | 16 | 40 | -5 |
| Austria | 16 | 45 | 51 | 56 | 26 | 45 | 1 |
| Germany | 17 | 43 | 55 | 48 | 26 | 43 | 0 |
| Luxembourg | 18 | 42 | 43 | 55 | 29 | 42 | -1 |
| Sierra Leone | 19 | 42 | 73 | 20 | 34 | n/a | n/a |
| Philippines | 20 | 42 | 56 | 30 | 40 | 45 | 3 |

# The World Giving Index 2013:
## Top 10 in Helping a Stranger

| Helping a stranger country and ranking | | People (%) |
|---|---|---|
| United States of America | 1 | 77 |
| Qatar | 2 | 73 |
| State of Libya | 3 | 72 |
| Colombia | 4 | 70 |
| Senegal | 5 | 68 |
| Cameroon | 6 | 67 |
| New Zealand | 6 | 67 |
| Nigeria | 8 | 66 |
| Costa Rica | 9 | 65 |
| Kenya | 9 | 65 |
| Syria | 9 | 65 |
| United Kingdom | 9 | 65 |

| Helping a stranger country and ranking | | People (m) |
|---|---|---|
| China | 1 | 373 |
| India | 2 | 253 |
| United States of America | 3 | 197 |
| Indonesia | 4 | 70 |
| Brazil | 5 | 63 |
| Nigeria | 6 | 62 |
| Pakistan | 7 | 60 |
| Bangladesh | 8 | 53 |
| Germany | 9 | 40 |
| Russia | 10 | 40 |

# The World Giving Index:
## Top 10 in Donating Money

| Donating money by country and ranking | | People (%) |
|---|---|---|
| Myanmar | 1 | 85 |
| United Kingdom | 2 | 76 |
| Malta | 3 | 72 |
| Ireland | 4 | 70 |
| Thailand | | |
| Netherlands | 6 | 69 |
| Canada | 7 | 68 |
| Australia | 8 | 67 |
| New Zealand | | |
| Hong Kong | 10 | 63 |
| Iceland | | |
| Indonesia | | |

| Donating money by country and ranking | | People (m) |
|---|---|---|
| India | 1 | 244 |
| United States of America | 2 | 158 |
| China | 3 | 113 |
| Indonesia | 4 | 110 |
| Pakistan | 5 | 45 |
| United Kingdom | 6 | 39 |
| Thailand | 7 | 38 |
| Brazil | 8 | 34 |
| Germany | 9 | 34 |
| Myanmar | 10 | 34 |

# The World Giving Index 2013:
## Global Participation Over 5 Years

# The World Giving Index 2013:
## Continental Scores

**Asia**
Continental World
Giving score 32%

+1%

5 year score 31%

**Europe**
Continental World
Giving score 32%

+2%

5 year score 30%

**Americas**
Continental World
Giving score 36%

+2%

5 year score 34%

**Oceania**
Continental World
Giving score 57%

-1%

5 year score 58%

**Africa**
Continental World
Giving score 28%

-1%

5 year score 29%

# The World Giving Index 2013:
## Continental Scores

**Asia**
44.6%  31.3%  20.1%
5 year score
43.8%  30.6%  19.7%
+0.8%  +0.7%  +0.4%

**Europe**
42.7%  33.7%  18.9%
5 year score
39.5%  32.5%  17.2%
+3.2%  +1.2%  +1.7%

**Americas**
50.6%  31.9%  25.0%
5 year score
48.5%  31.2%  22.8%
+2.1%  +0.7%  +2.2%

**Africa**
51.4%  17.0%  16.8%
5 year score
50.9%  17.8%  17.0%
+0.5%  -0.8%  -0.2%

**Oceania**
65.5%  67.0%  37.0%
5 year score
66.3%  68.5%  37.9%
-0.8%  -1.5%  -0.9%

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# The World Giving Index 2013:
## Continental Scores

Iceland 17
Norway 11
Sweden 39
Finland 33
Estonia 93
Belarus 93
Russia 123
China 133
Latvia 93
Lithuania 120
Ukraine 102
Kazakhstan 66
Mongolia 41
Denmark 25
Poland 84
Republic of Moldova 88
Kyrgyzstan 73
Tajikistan 64
Taiwan 52
Ireland 5
Netherlands 8
Germany 22
Czech Republic 103
Hungary 78
Slovakia 101
Romania 105
Uzbekistan 50
Nepal 55
Hong Kong 17
Canada 2
Luxembourg 28
Bulgaria 118
Pakistan 53
Bangladesh 89
Lao People's Democratic Republic 41
Belgium 57
Austria 15
Slovenia 44
Serbia 123
118
The former Yugoslav Republic of Macedonia
Turkmenistan 26
Afghanistan 35
Vietnam 116
United Kingdom 6
France 77
Switzerland 12
Croatia 133
Bosnia and Herzegovina 109
Kosovo 78
Greece 135
Georgia 116
Myanmar 2
Thailand 38
Cambodia 93
United States of America 1
126
Albania 132
Montenegro
Armenia 113
Azerbaijan 69
India 93
Malaysia 71
Spain 57
Malta 12
Turkey 128
Singapore 64
Mexico 76
Honduras 55
Portugal 71
Italy 21
Cyprus 24
Lebanon 68
Syria 35
Iraq 89
Sri Lanka 10
Guatemala 30
Haiti 28
127
Indonesia 17
Nicaragua 82
Dominican Republic 39
Palestinian Territory
Israel 31
Qatar 9
El Salvador 107
Morocco 115
Tunisia 103
State of Libya 14
Egypt 105
Philippines 16
Costa Rica 23
Panama 48
Algeria 109
Mali 123
Ethiopia 109
Jordan 120
Saudi Arabia 57
Yemen 130
Mauritania 93
Niger 108
Sudan 61
Guinea 74
Chad 93
Colombia 31
Venezuela 91
Suriname 66
Senegal 57
Burkina Faso 109
Nigeria 20
131
Rwanda 128
Somaliland (Region) 26
Ecuador 84
Bolivia 54
Brazil 91
Ghana 61
Democratic Republic of the Congo
Benin 120
Uganda 48
Kenya 33
Peru 74
Paraguay 45
Gabon 78
Cameroon 63
Australia 7
Chile 35
Uruguay 47
Congo 93
Zambia 45
Botswana 84
New Zealand 2
Argentina 78
United Republic of Tanzania 51
Comoros 84
Malawi
Zimbabwe 82
Madagascar 113
South Africa 69

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# World Giving Index 2013
## Several Conclusions

+ The United States has reclaimed first place in the World Giving Index

+ Giving has bucked a trend, growing in 2012

+ Helping a stranger is the key to the rise in giving to charity

+ The most substantial growth is in the number of people helping strangers

+ Global youth are driving the rise in volunteering

+ Levels of giving remain below those recorded five years ago

+ Philanthropically, India and China have different strengths

+ Myanmar reminds us that giving is about more than just wealth

+ Women are established as being more likely to give money than men

# World Giving Index 2013

## RECOMMENDATIONS TO GOVERNMENTS AROUND THE WORLD

+ Make sure not-for-profit organizations are regulated in a fair, consistent and open way

+ Make it easy for people to give and offer incentives for giving where possible

+ Promote civil society as an independent voice in public life and respect the right of not-for-profit organizations to campaign

+ Ensure not-for-profit organizations are transparent and inform the public about their work

+ Encourage charitable giving as nations develop their economies, taking advantage of the world's growing middle classes

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# Survey of International Fundraising Programs

## PARTICIPATING INSTITUTIONS
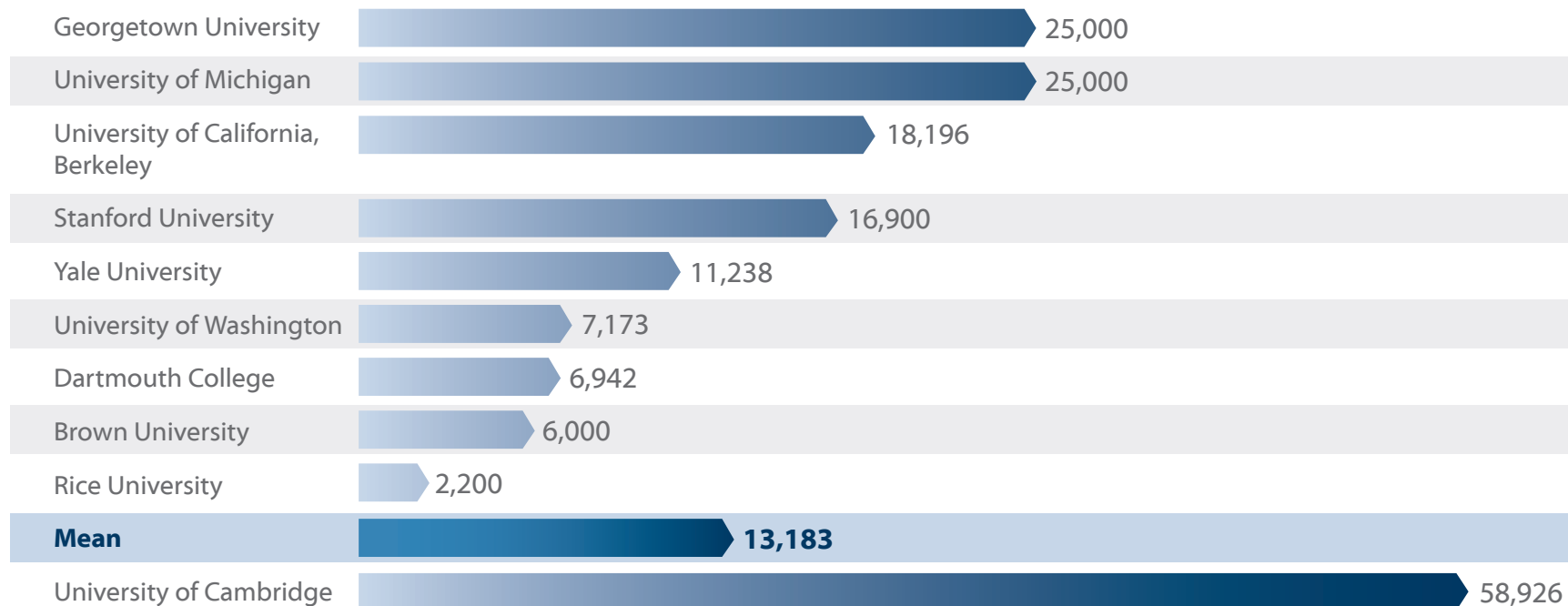
+ Brown University

+ Dartmouth College

+ Georgetown University

+ Rice University

+ Stanford University

+ University of California, Berkeley

+ University of Cambridge

+ University of Michigan

+ University of Washington

+ Yale University

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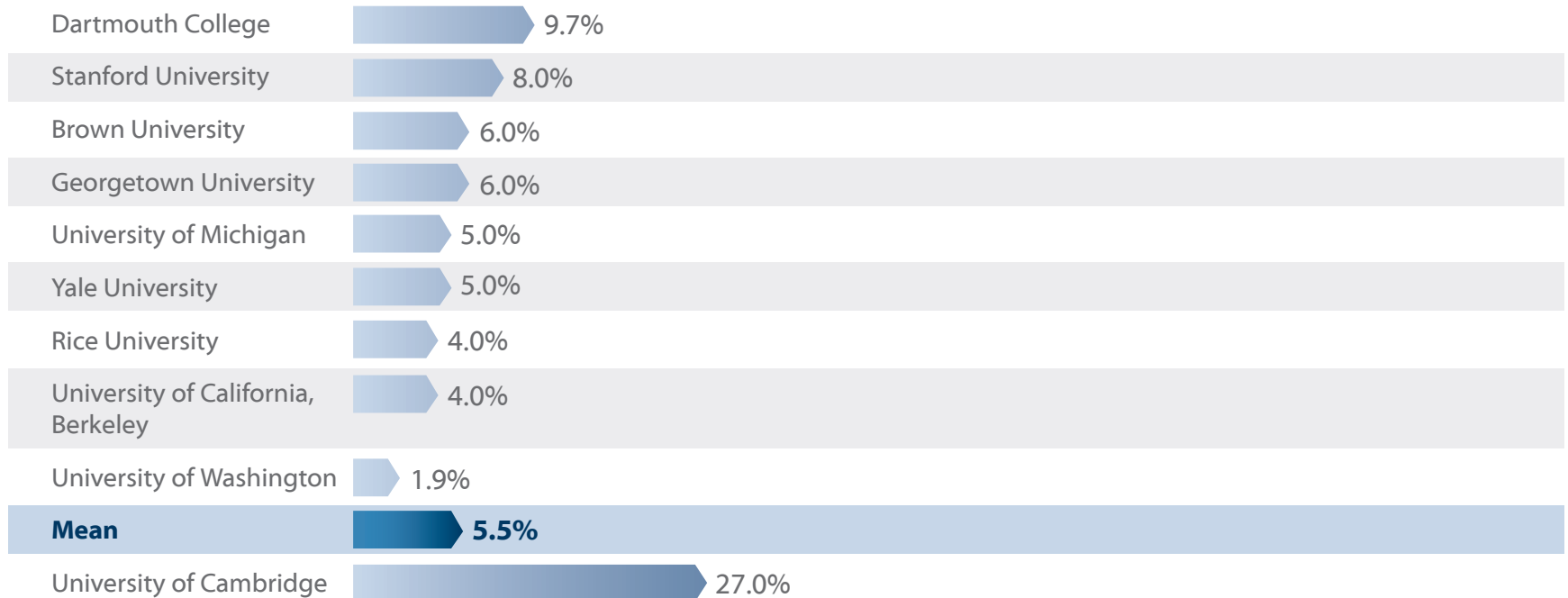# International Alumni

International Alumni of Record (FY13)

| University | Alumni |
|---|---|
| Georgetown University | 25,000 |
| University of Michigan | 25,000 |
| University of California, Berkeley | 18,196 |
| Stanford University | 16,900 |
| Yale University | 11,238 |
| University of Washington | 7,173 |
| Dartmouth College | 6,942 |
| Brown University | 6,000 |
| Rice University | 2,200 |
| **Mean** | **13,183** |
| University of Cambridge | 58,926 |

Source: Self-reported

# International Alumni

International Alumni of Record (FY13) as a Percentage of Overall Alumni Population

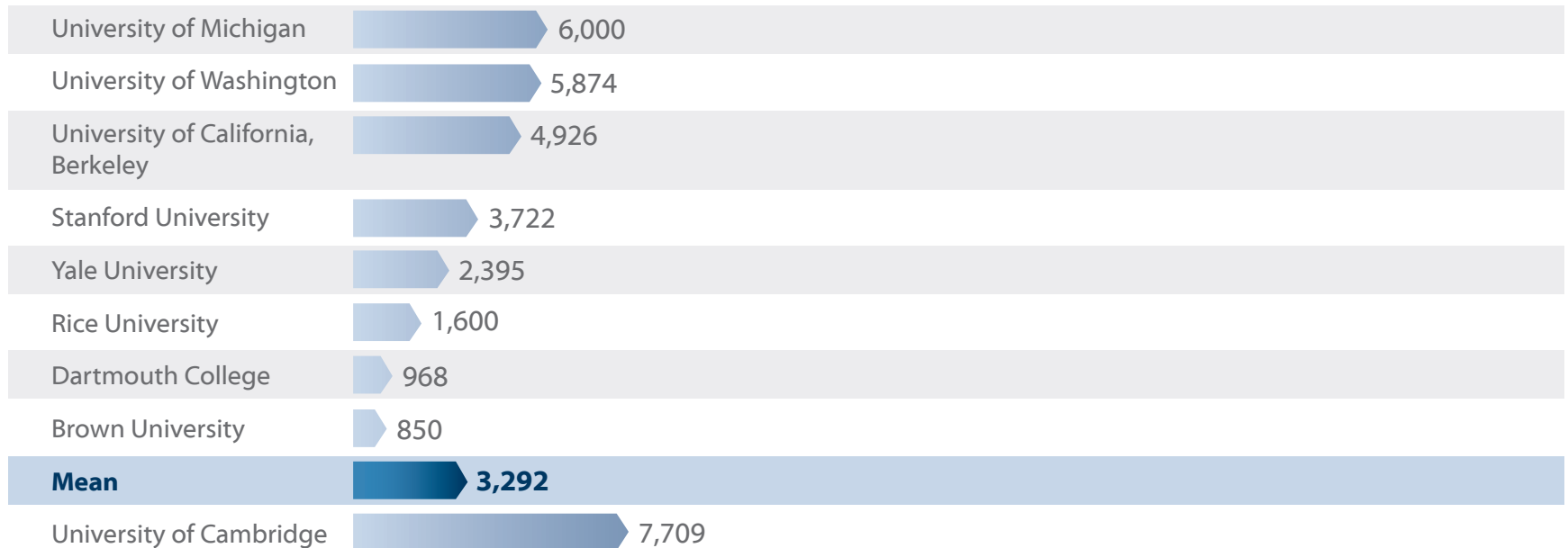| | |
|---|---|
| Dartmouth College | 9.7% |
| Stanford University | 8.0% |
| Brown University | 6.0% |
| Georgetown University | 6.0% |
| University of Michigan | 5.0% |
| Yale University | 5.0% |
| Rice University | 4.0% |
| University of California, Berkeley | 4.0% |
| University of Washington | 1.9% |
| **Mean** | **5.5%** |
| University of Cambridge | 27.0% |

Source: Self-reported

# International Students

Enrolled International Students (FY13)

## SURVEY

| | |
|---|---|
| University of Michigan | 6,000 |
| University of Washington | 5,874 |
| University of California, Berkeley | 4,926 |
| Stanford University | 3,722 |
| Yale University | 2,395 |
| Rice University | 1,600 |
| Dartmouth College | 968 |
| Brown University | 850 |
| **Mean** | **3,292** |
| University of Cambridge | 7,709 |

Source: Self-reported
Georgetown was unable to provide data

# International Students

Enrolled International Students (FY13) as a Percentage of Overall Student Population

| University | Percentage |
|---|---|
| Rice University | 26.0% |
| Stanford University | 20.4% |
| Yale University | 18.0% |
| Dartmouth College | 15.0% |
| University of Michigan | 14.5% |
| Brown University | 14.0% |
| University of California, Berkeley | 14.0% |
| University of Washington | 11.5% |
| **Mean** | **16.7%** |
| University of Cambridge | 38.0% |
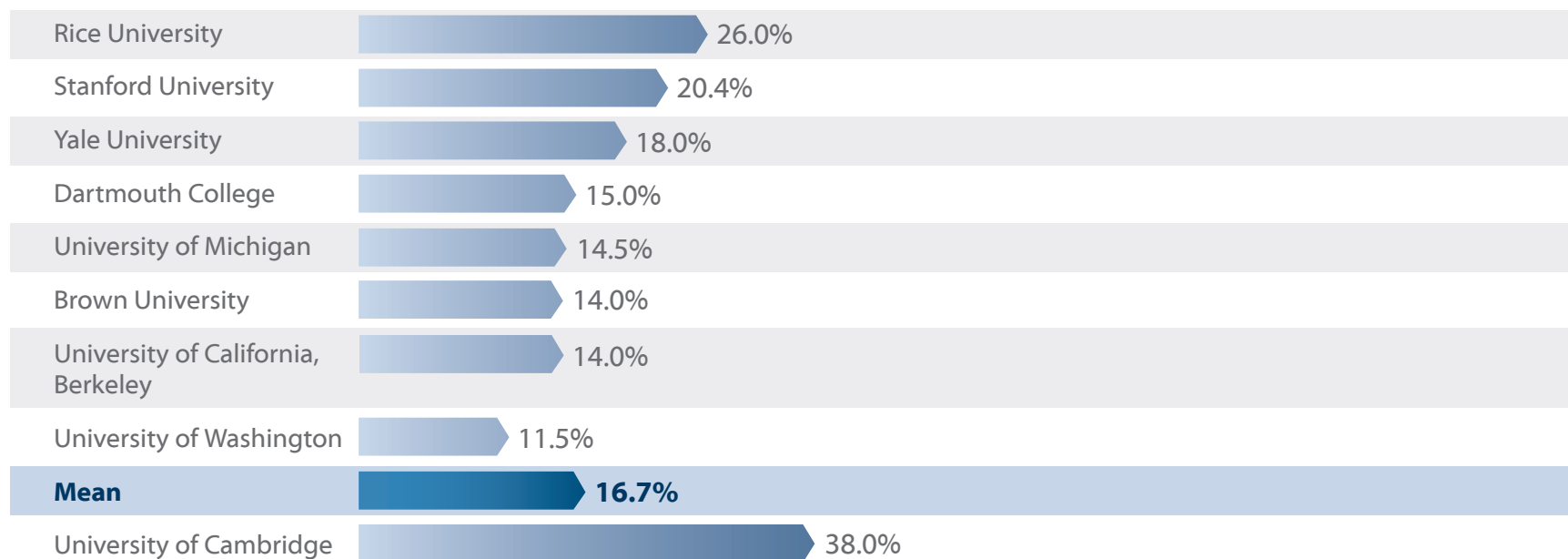
Source: Self-reported
Georgetown was unable to provide data

# Governance Board

Do You Have International Members In Your Primary Governance Board?

**60%**
**YES**

**40%**
NO
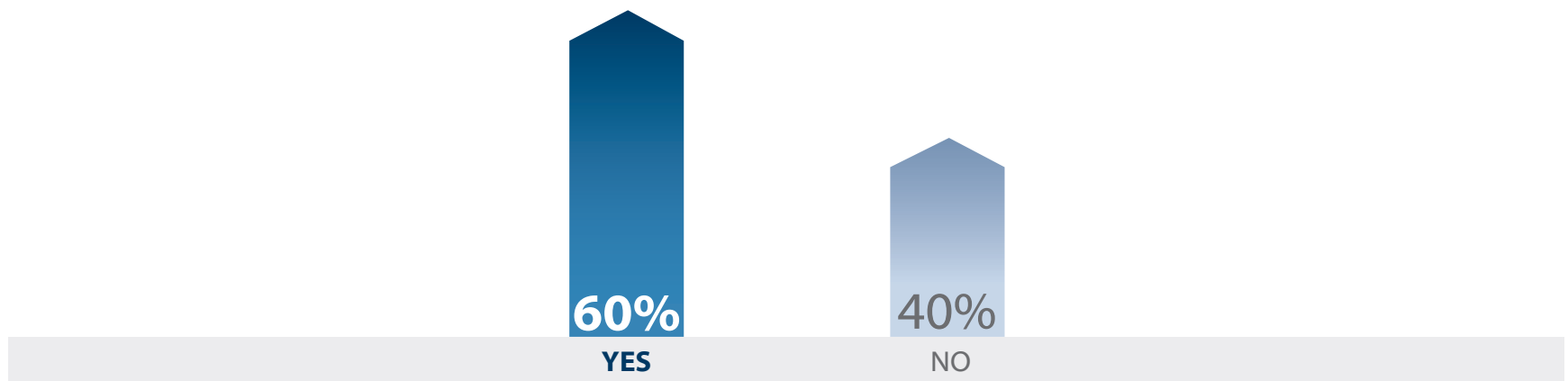
Source: Self-reported

# International-Specific Boards

Do You Have One or More International-Specific Boards?

**SURVEY**



**60%**
**ONE**

40%
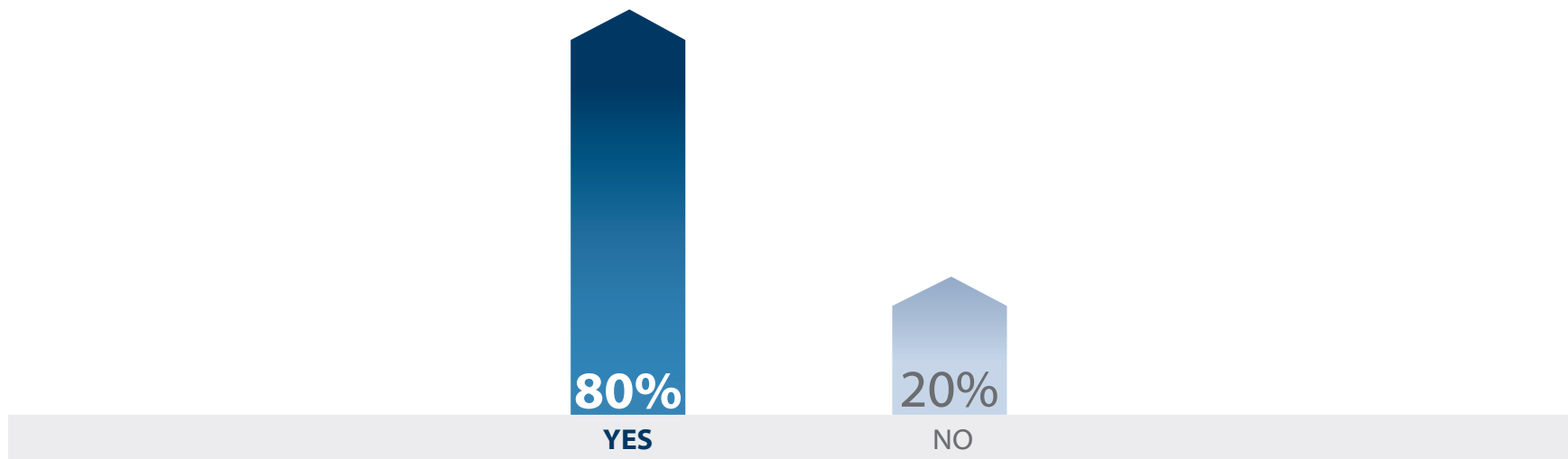MORE
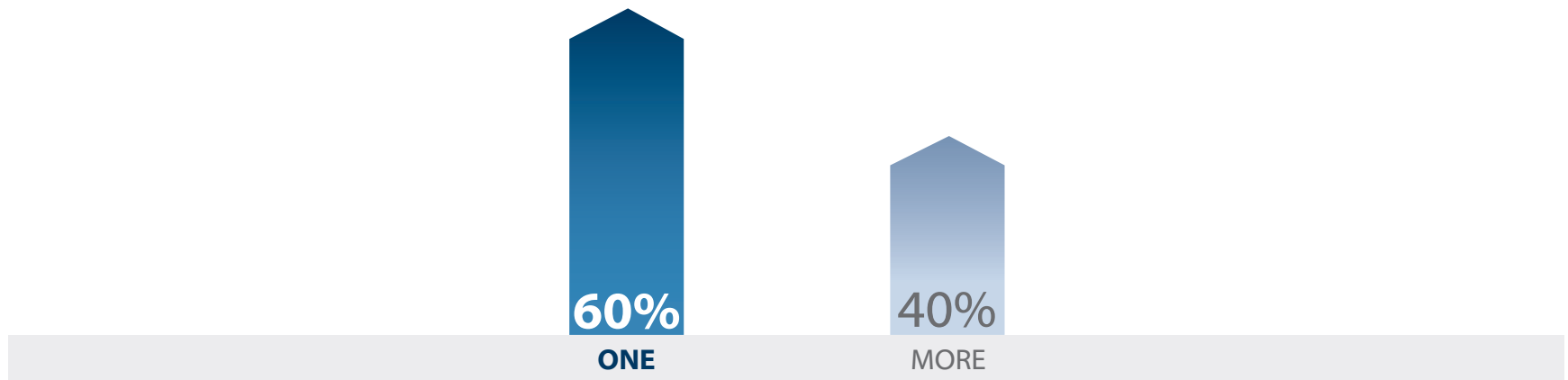
Source: Self-reported

# Global Strategy
Do You Have an Explicit Strategy to Increase Your "Global Footprint"?

**80%**
YES

**20%**
NO

Source: Self-reported

# Philanthropic Support

Philanthropic Support (Cash) from International Sources (FY13)

| | |
|---|---|
| Stanford University | $43.76M |
| University of California, Berkeley | $42.30M |
| Brown University | $30.00M |
| Yale University | $23.55M |
| Georgetown University | $15.00M |
| University of Michigan | $10.00M |
| Rice University | $3.00M |
| University of Washington | $2.04M |
| **Mean** | **$29.48** |
| University of Cambridge | $95.67M |
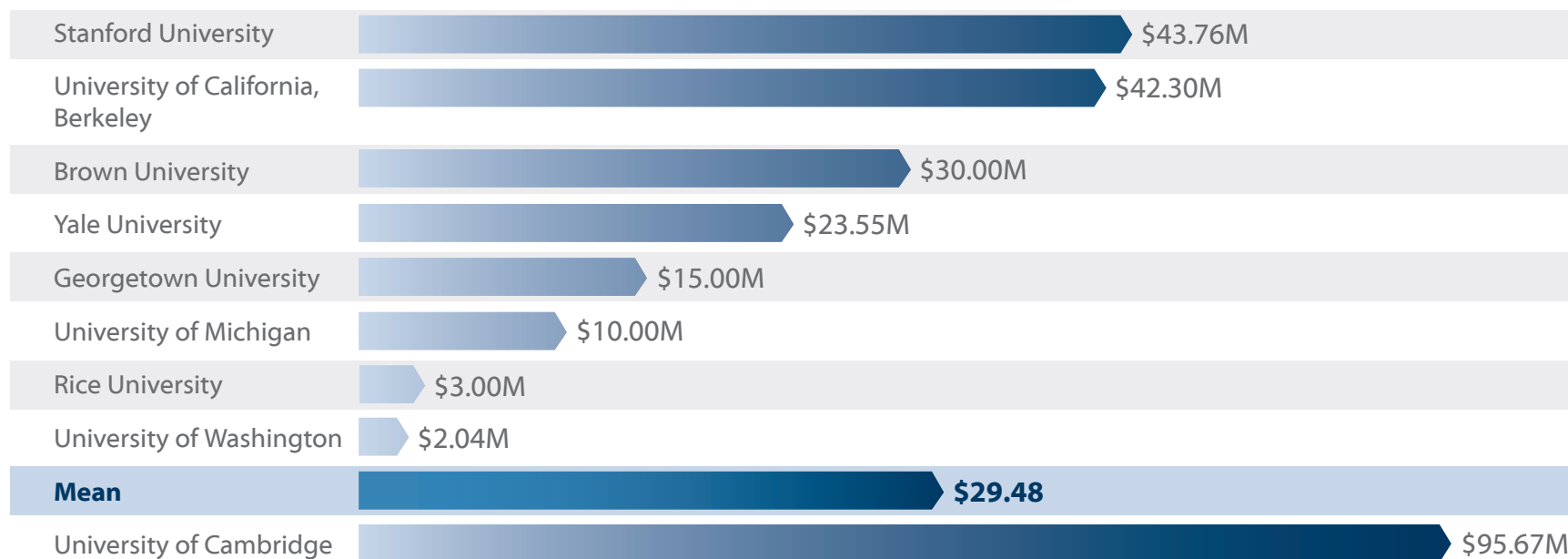
Source: Self-reported
Cambridge data converted to $USD; Dartmouth was unable to provide data

# Philanthropic Support

Philanthropic Support (Cash) From International Sources (FY13)
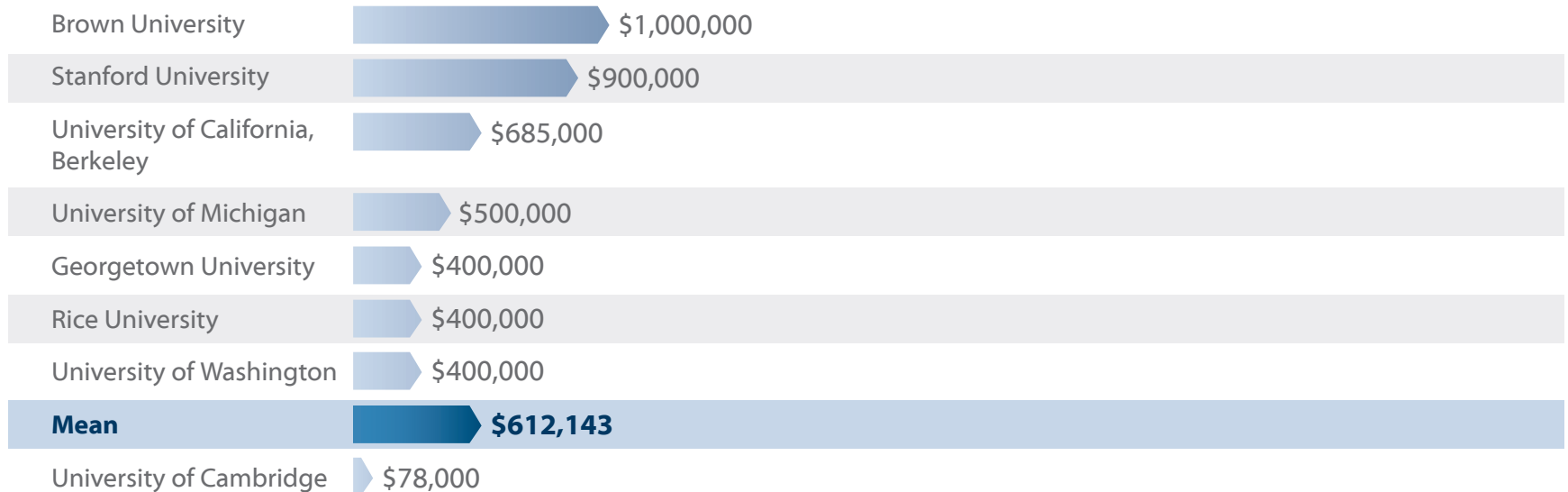as a Percentage of All Philanthropic Support

## SURVEY

| | |
|---|---|
| Georgetown University | 35.0% |
| University of California, Berkeley | 12.0% |
| Brown University | 5.0% |
| Yale University | 5.0% |
| Stanford University | 4.3% |
| University of Michigan | 2.6% |
| Rice University | 1.5% |
| University of Washington | 0.6% |
| **Mean** | **8.2%** |
| University of Cambridge | 93.3% |
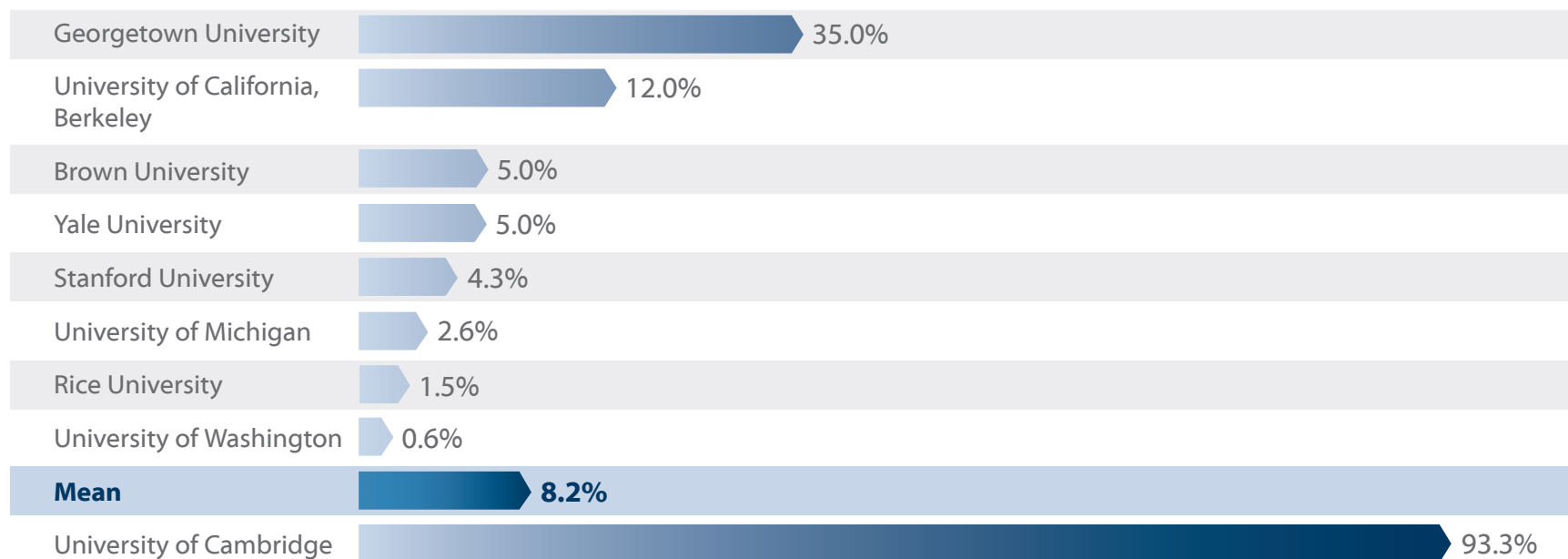
Source: Self-reported
Dartmouth was unable to provide data

# Expenditures

Estimated International Fundraising Expenditures (FY13)

## SURVEY

| | |
|---|---|
| Brown University | $1,000,000 |
| Stanford University | $900,000 |
| University of California, Berkeley | $685,000 |
| University of Michigan | $500,000 |
| Georgetown University | $400,000 |
| Rice University | $400,000 |
| University of Washington | $400,000 |
| **Mean** | **$612,143** |
| University of Cambridge | $78,000 |

Source: Self-reported

Dartmouth & Yale were unable to provide data; Cambridge data converted to $USD, represents program only (salary data unavailable)

# Changes in International Giving

How has the Level of Giving from International Sources Changed Over the Past 3 Years?

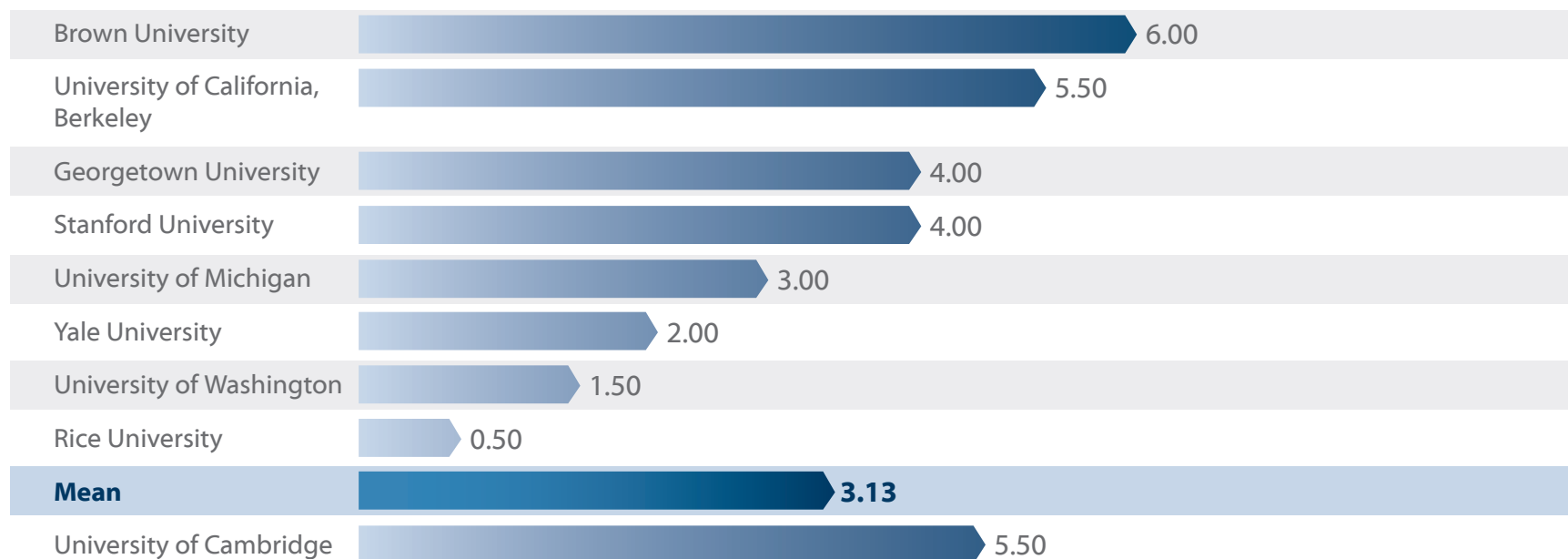**80%**
**Increased**

20%
Remained
Approximately the Same

0%
Decreased
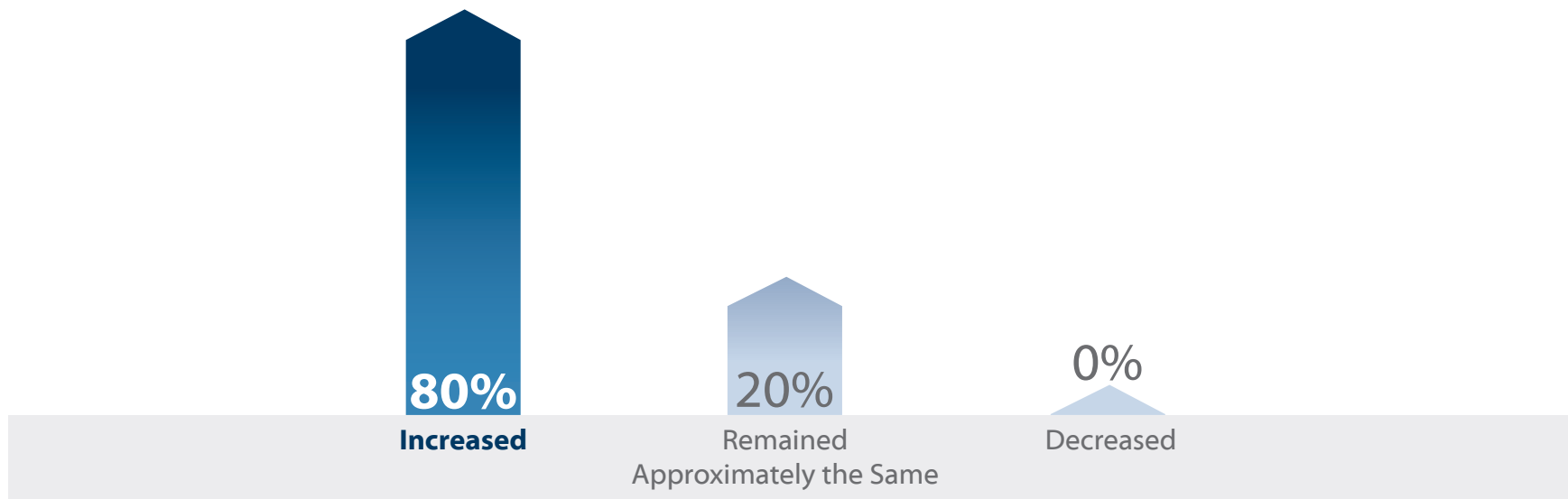
Source: Self-reported

# Dedicated FTE

Dedicated FTE Assigned to Fundraising from International Sources (FY13)

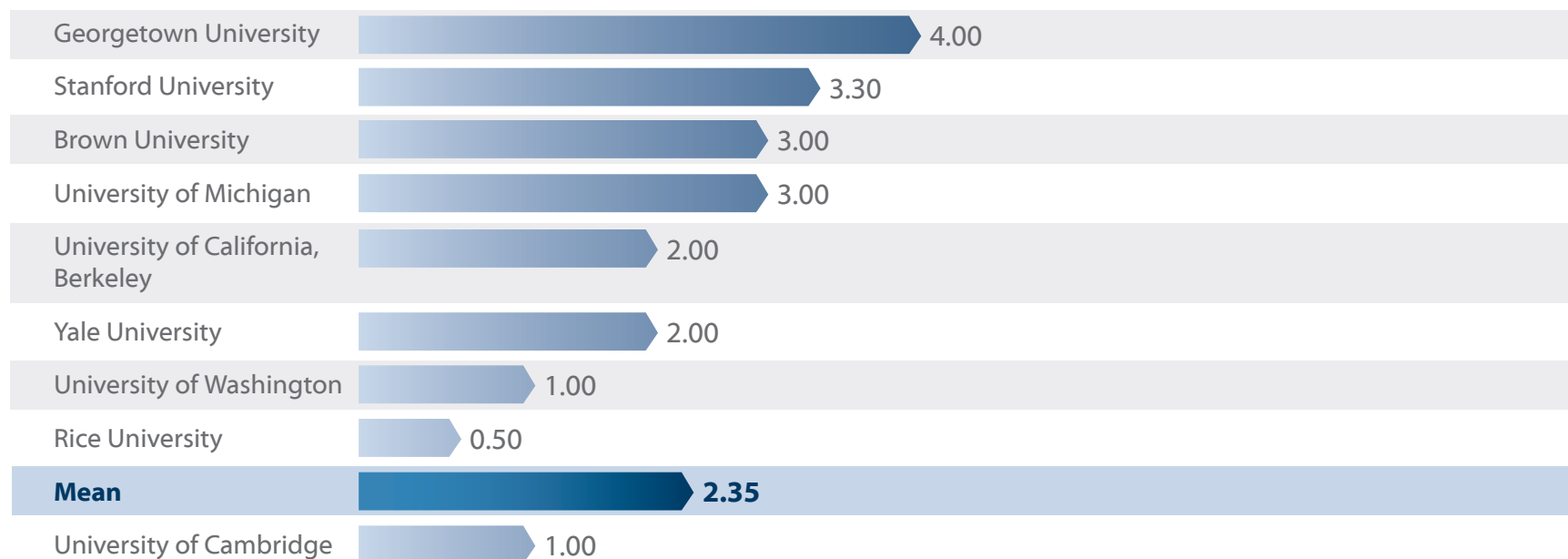| University | FTE |
|---|---|
| Brown University | 6.00 |
| University of California, Berkeley | 5.50 |
| Georgetown University | 4.00 |
| Stanford University | 4.00 |
| University of Michigan | 3.00 |
| Yale University | 2.00 |
| University of Washington | 1.50 |
| Rice University | 0.50 |
| **Mean** | **3.13** |
| University of Cambridge | 5.50 |

Source: Self-reported
Dartmouth was unable to provide data

# Dedicated FTE Travel

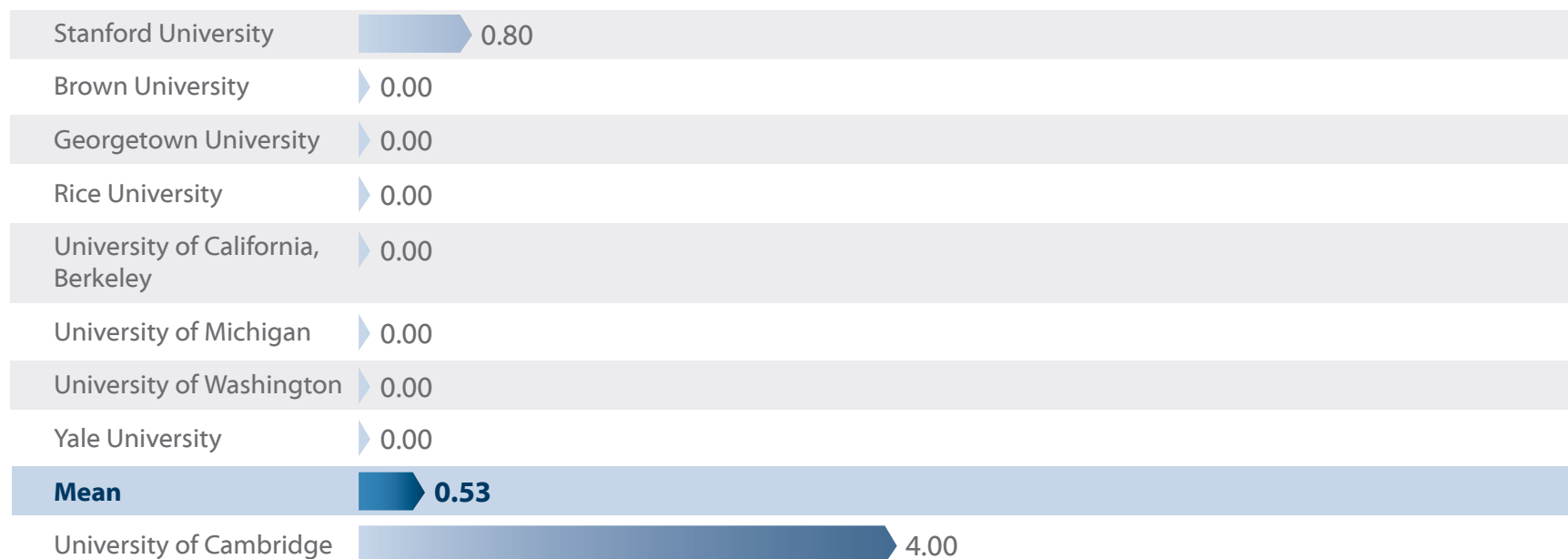Dedicated FTE Expected to Travel to International Locations (FY13)

| | |
|---|---|
| Georgetown University | 4.00 |
| Stanford University | 3.30 |
| Brown University | 3.00 |
| University of Michigan | 3.00 |
| University of California, Berkeley | 2.00 |
| Yale University | 2.00 |
| University of Washington | 1.00 |
| Rice University | 0.50 |
| **Mean** | **2.35** |
| University of Cambridge | 1.00 |

Source: Self-reported
Dartmouth was unable to provide data

# Dedicated FTE Overseas
Dedicated FTE Permanently Located Overseas (FY13)

| | |
|---|---|
| Stanford University | 0.80 |
| Brown University | 0.00 |
| Georgetown University | 0.00 |
| Rice University | 0.00 |
| University of California, Berkeley | 0.00 |
| University of Michigan | 0.00 |
| University of Washington | 0.00 |
| Yale University | 0.00 |
| **Mean** | **0.53** |
| University of Cambridge | 4.00 |

Source: Self-reported
Dartmouth was unable to provide data

# Staff (FY14)

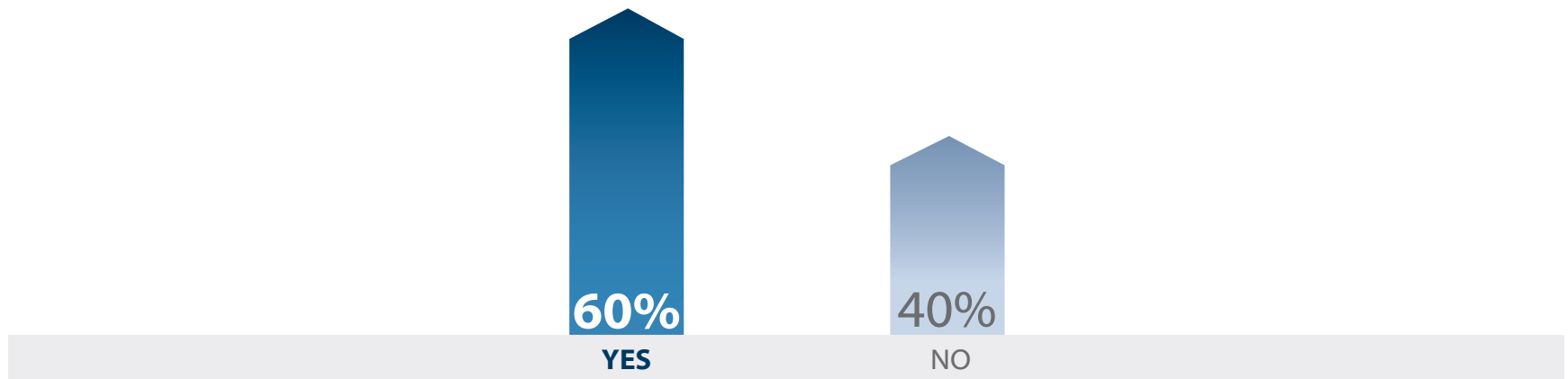Have You Added Staff and/or Budget for International Fundraising In FY14?

**30%**
**YES**

70%
NO
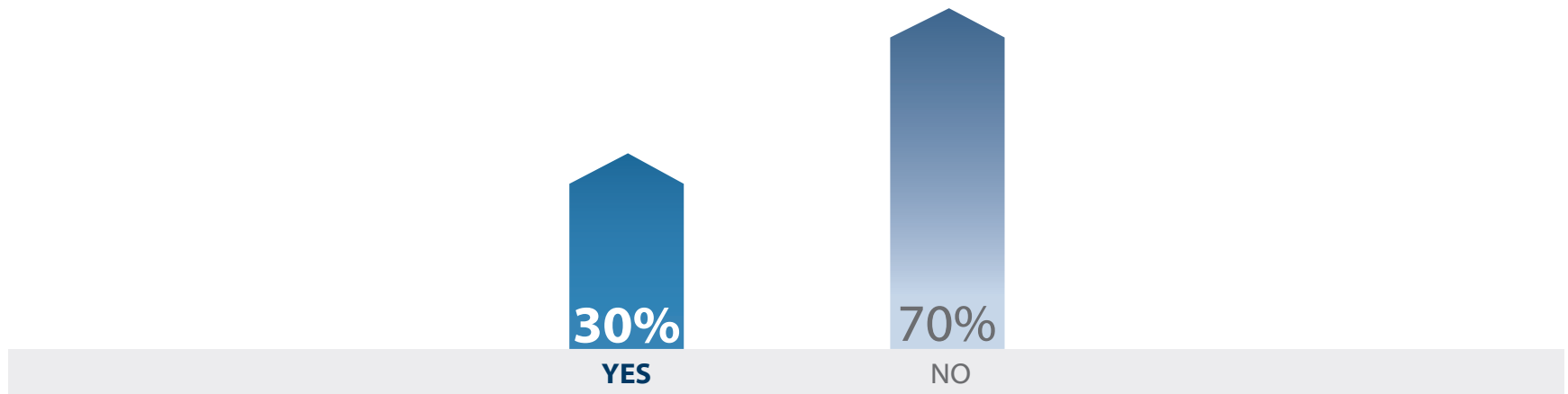
Source: Self-reported

# Staff (FY15)

Do You Plan to Add Staff and/or Budget for International Fundraising During FY15?

**SURVEY**

**60%**
YES
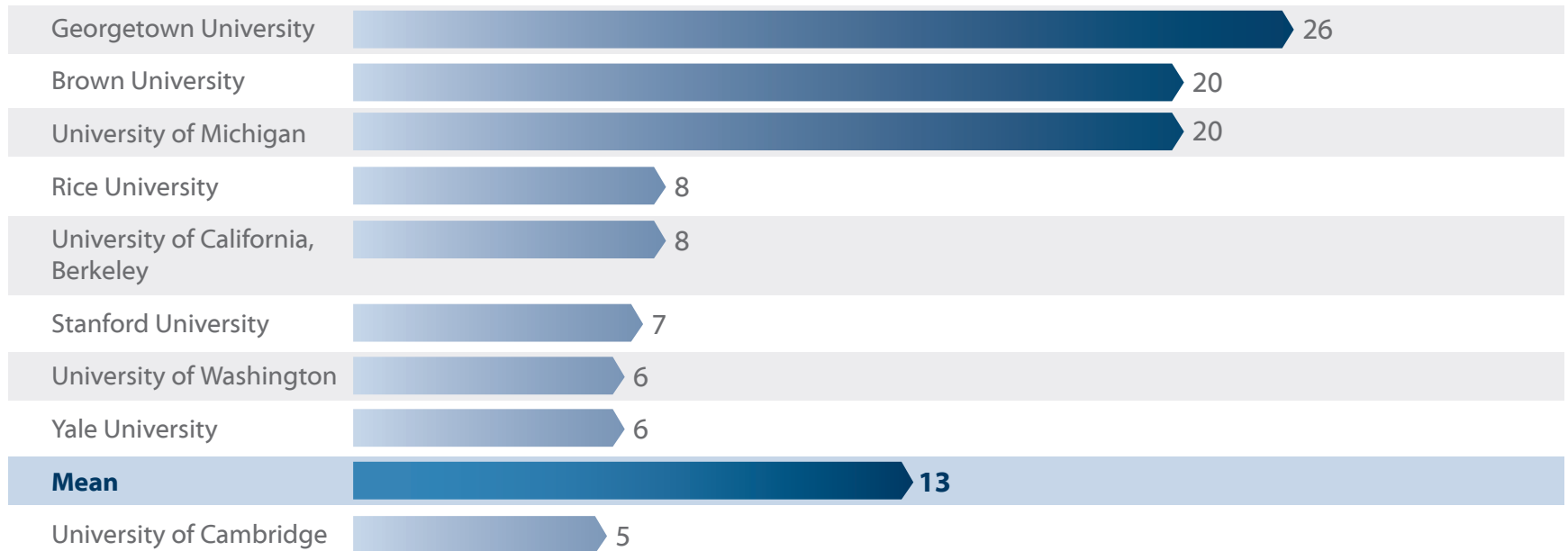
**40%**
NO

Source: Self-reported

# International Staff Trips (FY13)

International Trips by Fundraising Staff (FY13)

| | |
|---|---|
| Georgetown University | 26 |
| Brown University | 20 |
| University of Michigan | 20 |
| Rice University | 8 |
| University of California, Berkeley | 8 |
| Stanford University | 7 |
| University of Washington | 6 |
| Yale University | 6 |
| **Mean** | **13** |
| University of Cambridge | 5 |

Source: Self-reported
Dartmouth was unable to provide data

# International CFO Trips (FY13)
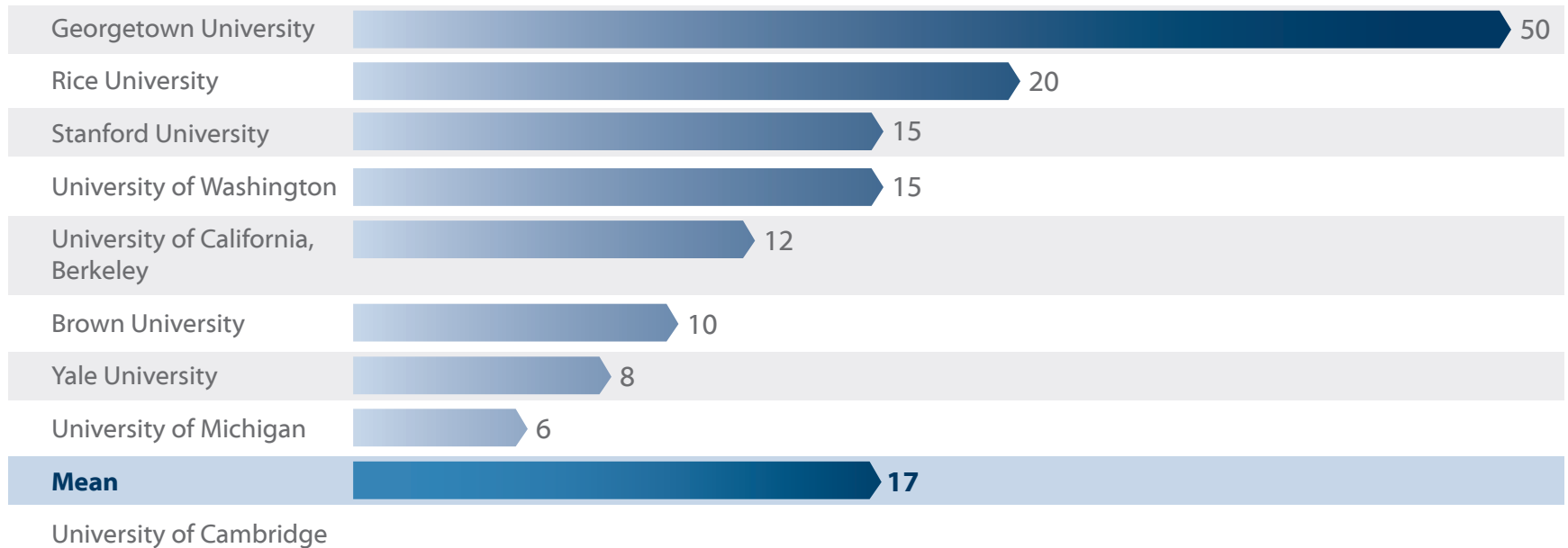
International Trips by Chief Fundraising Officer (FY13)

| | |
|---|---|
| Georgetown University | 26 |
| Rice University | 4 |
| University of Washington | 3 |
| Brown University | 2 |
| University of California, Berkeley | 2 |
| Yale University | 2 |
| Stanford University | 1 |
| University of Michigan | 1 |
| **Mean** | **5** |
| University of Cambridge | 5 |
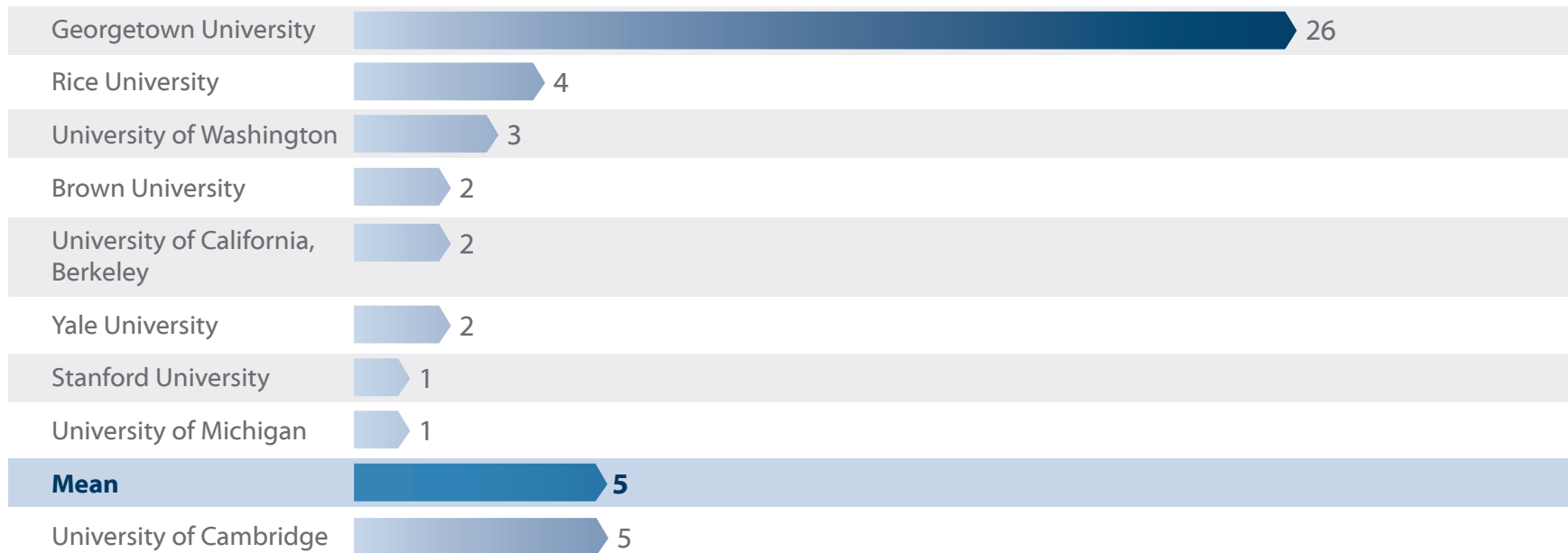
Source: Self-reported
Dartmouth was unable to provide data

# International Trips:
## Senior Staff (FY13)

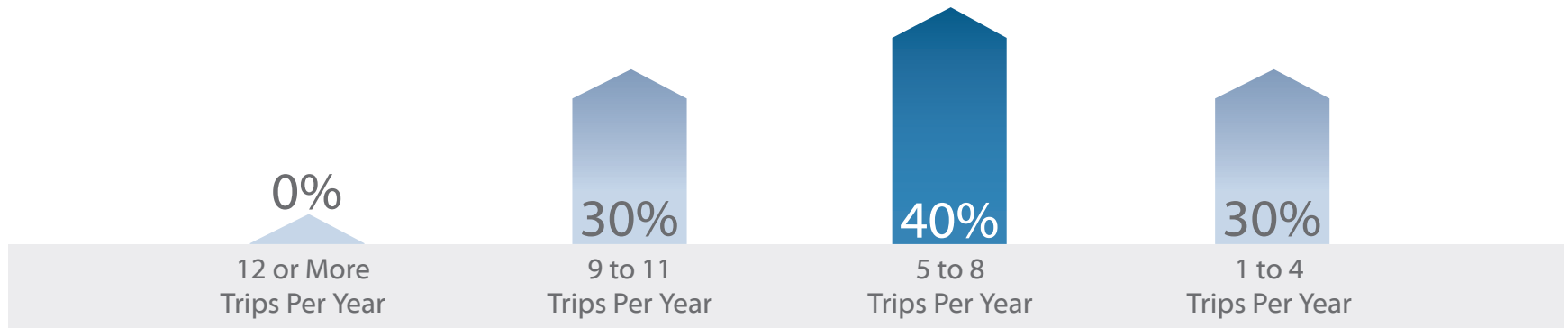International Trips by Senior Academics/Deans/Department Chairs/Faculty (FY13)

## SURVEY

| University | Value |
|---|---|
| Georgetown University | 50 |
| Rice University | 20 |
| Stanford University | 15 |
| University of Washington | 15 |
| University of California, Berkeley | 12 |
| Brown University | 10 |
| Yale University | 8 |
| University of Michigan | 6 |
| **Mean** | **17** |
| University of Cambridge | |

Source: Self-reported
Cambridge & Dartmouth were unable to provide data

# Staff Travel Expectation

How often are FTE expected to travel overseas?

| | | | |
|---|---|---|---|
| **0%** | **30%** | **40%** | **30%** |
| 12 or More Trips Per Year | 9 to 11 Trips Per Year | 5 to 8 Trips Per Year | 1 to 4 Trips Per Year |

Source: Self-reported

# Top Gift Purposes

Top Gift Purposes Targeted from International Sources

+ Collections & Architectural Heritage

+ Current Operations *(Academic Division/Public Service)*

+ Endowed Professorships

+ Facilities

+ Faculty Support

+ Financial Aid

+ Freedom to Discover

+ Medicine

+ Program Support

+ Research

+ Scholarships

+ Staffing

+ Support for Engineering *(Restricted/Unrestricted)*

# Challenges

Important Challenges Faced in International Fundraising Programs

## SURVEY

+ Achieving a Critical Mass of Leadership in Key Countries

+ Admissions Expectations of International Prospect Parents

+ Building a Strategic Pipeline

+ Connecting Donor Priorities to Core Institutional Needs

+ Connecting, Communicating With, and Cultivating Alumni Abroad

+ Culture of Philanthropy

+ Currency Controls by Foreign Governments Preventing Donations Being Made to the US

+ Demonstrating ROI with a New Program

+ Ensuring Frequent/Regular International Trips

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# Challenges

Important Challenges Faced in International Fundraising Programs...*continued*

+ Escalating Travel Costs

+ Finding Appropriate Tax Vehicles

+ Managing Deans'/ Directors' Expectations

+ Message Coordination

+ Setting Metrics for International Prospects

+ Small Staff

+ Targeting Resources to Best Overseas Prospects

# Possible Next Steps

1 Follow-up telephone interview of initial survey participants to verify data provided, and fill in the many gaps

2 Feedback from this audience as to key questions upon which to focus

3 Develop an annual online survey/website to update this data, and track growth in program investment, and structures

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