



Association of International
Education Administrators

Summary of responses concerning
Fundraising/development for international education.

“No dedicated staff for fundraising efforts (need to work with central development)” -7 responses

Response #1:

“We don't have an active person in our development office working on or dedicated to internationalization. I think that this is a position or area that the development office ought to have in today's day and age. Coordination between our international office happens on an ad hoc basis. We have an idea or need in international education or study abroad and we approach the development office to see if there may be ways to raise money, or they contact us to develop talking points with a potential donor.”

Response #2:

“At a place like Blank Uni, I don't believe that having a fundraiser for international programs will work. We had one for nearly three years, and although I wouldn't say it didn't work, it didn't do what we hoped, and there are some specific reasons why:

-Our Alumni Association is not actually connected to our university at all, so it was very difficult to get their cooperation for any fundraising effort. They make their money out of memberships, and so they had very little additional incentive to help us raise money.

-Our academic colleges all have fundraising staff of their own, and our alumni tend to be very loyal to their college, not necessarily to the university as a whole. Thus, they will give money to Engineering, but not necessarily to international programs. It's possible, but it's a hard sell, and if you are really successful, the colleges will consider that poaching.

-Raising money for international programs can be done domestically, but a lot of it can and should be done internationally, and our office, even with a multimillion dollar budget, simply didn't have the resources to send our single fundraiser all around the world, as often as we should have.

-Most development people aren't interested in a steady stream of small donations, but are looking for really wealthy individuals for the “big ask.” Problem is, so is everyone else. All of our multi-millionaires overseas, for example, were “taken” by the President, and we (and everyone else) were told to stay away.

-Finally, when you do raise money, it's essentially a pass-through: you turn around and give to it academic units (to faculty or students, for example) for international activity. So you not only spend time and energy getting the money, but you spend even more time giving it away.



Association of International
Education Administrators

There's a simpler way: get your President and Provost to agree that your office will work directly with the fundraisers from other units on campus, put international activity on the top five list for fundraising for the institution, and require those units to coordinate with you on a strategic plan for how to spend the money that you help them raise. That sort of approach will truly build a culture of internationalization on campus. Anything less, and you'll just be competing with others, and that's not much fun."

Response #3:

"Everyone supports us, praises our efforts and vision, but "nobody gets to see the wizard" when it comes to fundraising. We belong to everybody, which effectively means we belong to nobody. Need to get % or something from the top."

Response #4

"Our efforts here at XX Uni were similar to Blank Unis and the end result has been competition for funds. Since we are smaller than the others mentioned we have been working closely with colleges and departments who are also promoting the provost's vision for internationalization and starting to make some progress."

Response #5:

"We do not do a great deal of fundraising among international alums. We have tended to focus on building alumni communication networks among alumni groups in different countries and also try to organize an alumni event whenever we are in-country. In one case an alumni group has assisted with several hundred thousand dollars in funding support for our area studies center. In another case, we have offered some scholarships for children of alumni and plan to try to secure funding from the parents to continue the scholarship program. We have not worked with our development office at any time recently, although through our global studies undergraduate major we are building a new constituency for "international" fundraising among American alumni. Of course, groups like foreign language in Arts & Sciences have their own fundraising programs.

Before coming to this university I spent 6 years in Malaysia directing the Fulbright program and during those years saw a number of American universities try to organize/develop fundraising efforts there. Most were too short and not sustained. Presidents often came to Kuala Lumpur for one or two days and hoped to carry home donations/commitment; as far as I know all of these failed. Among most development officers (and presidents?) there is little understanding that relationships take time and consistent maintenance to develop, at least in Asia. A second mistake that high level U.S. university visitors often made in Malaysia was scheduling trips only at times convenient to the home university--and rarely asking whether the schedule was convenient for Malaysian alumni, universities or others. Many U.S. universities have alumni groups in Malaysia--self organized or otherwise, and some are quite active. However, maintenance from the home university, whether from the development office or the international programs office was generally weak. The alumni groups tend to know or at least be



Association of International Education Administrators

familiar with some names from the international programs office but rarely have any meaningful relationship with development offices.”

Response #6:

“Since our Alumni Office has neither the capacity nor the inclination to engage in global fundraising, I have requested them to provide us with a tentative list of international alumni several years ago. . . We are still waiting! A sense of cooperative spirit is traditionally absent from development people.

In lieu, we ourselves composed a list which helps us in recruitment activities and other global initiatives. While we don't reap financial benefits, a generic connection for indirect support exists between us and our international students.”

Response #7:

“We develop and write our own global/international case statement. We then submit our case statement to our Development Office and they work on it based on the University priorities.”

“Yes, we have a development officer on our staff or assigned to us.”-7 responses

Response #1:

“We have an Executive Director of External Affairs who is responsible for international development. Although housed in the International Institute, he reports to External Affairs. We also have a development officer dedicated to the International Institute, and a half-time person, plus numerous staff people who help out in different ways. I don't have the job description right off hand, but I'll see if I can locate it.”

Response #2 (summary of phone conversation):

“I have always had a development officer in my office and feel strongly that the way offices like ours – Offices of International Education – can gain legitimacy and a central place in the university is by showing how effective we are in bringing in funds. I do not see this as a competition with colleges. Indeed there are many potential non-alumni donors that we should be tapping – individuals who live close to the university but may not be graduates of the school. Also raising funds from foundations and corporations. My development officer has brought in millions of dollars over the years, without any pushback from other units.”

Response #3:

“We just hired a senior person to be dedicated to international development - not for international programs in particular, but trying to go after alums and others outside the US for the benefit of the Atlanta and other campuses - something we have never done



Association of International
Education Administrators

before. This person, at the Associate VP level, now reports to me and will be slowly building out a global team of locally based people (Asia, Europe and Latin America) over the next three years. We have had some early successes in Europe that make us feel good this was the right time to move ahead. President and Provost were adamant that International Development was NOT for international programs only, but rather cultivating international donors towards any program we have on campus.”

Response #4:

“We had one position entitled “Director of External Relations” within our Office of International Affairs. In equal parts his job was supposed to be agreements, Fulbrights, international alums, and development/fundraising. He did help us identify one gift that led to a \$100K donation. Now we are reconfiguring that position, and it will still have Development in the portfolio, but a smaller percent of time.”

Response #5:

“We too face the initial challenge that international alumni identify with their academic departments/colleges. However, our academic departments/colleges have done precious little to establish the kind of ongoing service to & connections with their international alumni that would be prerequisite to any efforts to engage them in fundraising. Pointing out this obvious shortcoming in their engagement with their international alumni has “cleared the field” for our international studies & programs office to approach these alumni. In partnership with our Alumni Association, we have hired a full-time international alumni relations officer. Her primary responsibility is to SERVE our international alumni: to establish a pattern of consistent engagement that advances their needs. In turn, this may, in the future, pave the way to ask such alumni to assist us in recruiting highly qualified international students, meet with our study abroad students, host our students in international internships, collaborate with our faculty in international research, & yes, even contribute to our university (perhaps in the form of funding airfare for students from their countries to enable them to return home at least once during their course of study).

In the meantime, my office has hired a full-time corporate & foundation relations officer. His responsibility is to develop ongoing relationships with key corporations & foundations with established track records of support for international programming. In this endeavor we do not run afoul of department/college notions of “proprietary” relations with their alumni.”

Response #6:

“We have a development officer who is assigned to us but isn’t terribly active in terms of training us or anything of the sort. This person also does not have particular expertise in international fundraising. I would love to have a development person on my staff, but I am not quite yet ready to commit the resources for this. Maybe in a couple years as we



Association of International
Education Administrators

have some early successes in fundraising.

My office has been busy identifying prospects and cultivating international alums, something I would do whether or not she was assigned to us. I have recently participated in reunions in Saudi Arabia and Malaysia and now have a database filled with valuable information about these alums. Of course, the first work is in cultivating them. The next step is putting together a Global Education Advisory Committee consisting of some of the more prominent alums who care about supporting global education and who may be of means as well. Then, working with them, we will craft a strategy to generate gifts from these alums (of course this advisory committee will help with other initiatives, not just fundraising) and they will help in this process.”

Response #7:

“The Advancement office has assigned us two development officers and this is very helpful as we move into a capital campaign.”