EAB

Engaging International Alumni and Prospects

Staffing Models and Organizational Structures

Advancement Forum

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International Fundraising on the Rise

Urgency for Engaging Alumni and Prospects Abroad Grows

To meet ever-growing campaign goals and fill budget gaps, advancement leaders have realized their domestic fundraising strategies aren't enough. Many universities have started to look abroad for additional philanthropic revenue. In recent years, international fundraising has become more attractive to higher education advancement because of an increase in international students with enrollment growing from 2008 to 2016.

International Student Enrollment
Increases from 2008-2016

104% ↑
Increase in international student enrollment in the United States

28% ↑
Increase in international student enrollment in the United Kingdom
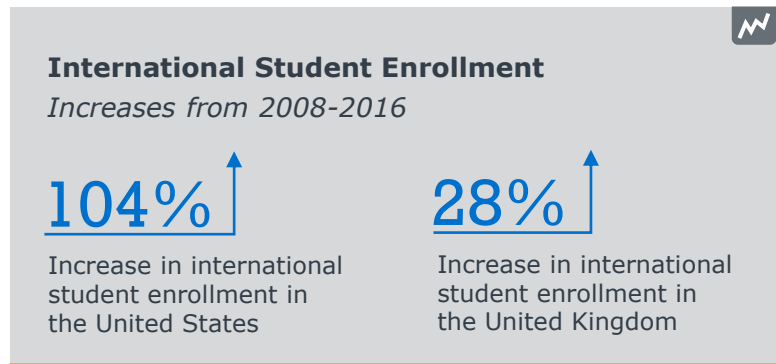
At the same time, the burgeoning ranks of millionaires abroad offer universities an untapped pool of major and principal gift level prospects.

	Number of millionaires	National Wealth (USD)
Japan	2.8 Million	$30 Trillion
China	1.6 Million	$35 Trillion
Germany	1.6 Million	$9.7 Trillion
France	1.6 Million	$6.6 Trillion
Australia	1.1 Million	$6.1 Trillion

Sources: Neil Ruiz and Jynnah Radford, "New Foreign Student Enrollment at U.S. Colleges and Universities Doubled Since Great Recession," Pew Research Center, November 20, 2017.; Universities UK International, "International Facts and Figures," May, 2017.; Derek Scissors, "Is China's Economic Power a Paper Tiger?" The National Interest, November 27, 2017.; Elizabeth Redden, "For International Students, Shifting Choices of Where to Study," August 24, 2018.; Alex Morell, "The 18 Countries with the Most Millionaires," April 18, 2017. Jeff Desjardins, "Ranked: The 10 Wealthiest Countries in the World," May 4, 2018.

Top Challenges for International Advancement

Staffing Models and Organizational Structures

While the numbers are attractive, there are a variety of challenges around engaging international alumni and prospects, ranging from identification to data verification to cultural sensitivities and knowledge gaps. To better understand the key pain points, EAB surveyed universities interested in international fundraising to surface the hurdles and roadblocks leaders face today.

Staffing was the top challenge for the majority of surveyed universities. For many advancement leaders, international fundraising is a new terrain, and the largest research need was around staffing models and organizational structures.

Staffing a Top Challenge

76% Of universities plan on staffing up or listed staffing models as a top challenge
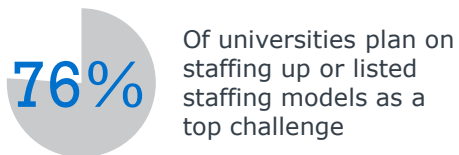
A New Territory

"Fundraising internationally is a priority for us, but because it's a new terrain not many other offices have programs yet. **We are still searching for a practical staffing model before we do anything in the space.**"

Chief Advancement Officer
Private Research University

To meet the needs of universities, EAB's Advancement Forum dedicated research resources to auditing the international landscape. The following document presents tactics for developing an international fundraising program and the five primary staffing models found across higher education universities.

Where Do We Start?

Laying the Groundwork for an International Launch

1

    5

Identifying High-ROI Markets

Sizing the Opportunity

With a rapidly globalizing world and alumni spread far and wide, it's critical to size the opportunities for advancement internationally. Scoping opportunities and prioritizing regions helps universities avoid misaligned and unproductive investments.

The University of Wisconsin-Madison developed a priority matrix to systematically assess international opportunities before developing programming. The matrix organizes variables to consider, such as alumni engagement, number of high net-worth individuals, and top countries currently making donations.

Staff at the University of Wisconsin-Madison used the matrix to gain support for their international plans and to outline the potential ROI of investing in particular regions to university leaders. The matrix also identified key campus partners to collaborate with in the future, such as admissions.

Priority Matrix Analysis Has Multiple Uses for Advancement

1 Show university leaders the potential return on investment

2 Identifies key campus partners and university stakeholders

3 Helps align divisional goals, strategies, and resources

International Opportunity and Priority Matrix

Download the International Opportunity and Priority Matrix here.

Prioritizing Our Opportunities

Considerations for Integrating an International Program in Advancement

While the priority matrix helps advancement leaders identify potential regions and countries for international development, The University of Notre Dame's feasibility framework allows institutions to further drill down to determine areas with the highest ROI.

Notre Dame's feasibility framework revolves around three key questions:

1. Where is the university already?	**2. Where does the university want to be?**	**3. Where is the university relevant?**
Consider where university support structures already exist locally:	Find stakeholders who want to engage a country or a region:	Assess the relevancy of the university in a specific country or region:
• Study abroad programs • Enrollment office relationships • Affiliated individuals of influence • Strong and active alumni groups and clubs	• Faculty • Students • Enrollment • Athletics	• Alignment with the university's mission • The university has local measurable impact • Local individuals have a desire to financially support the university

The first question, "Where is the university already?" helps to evaluate networks and university functions already in existence that advancement can utilize. For example, if the university has a study abroad program in Beijing, advancement can use the university facilities there during in-country visits. The second question, "Where does the university want to be?" will assist advancement in identifying stakeholders who may be willing to serve as a partner abroad. The last question, "Where is the university relevant?" helps determine potential in-country supporters and key networks.

Don't Reinvent the Wheel

Successful Programs Build on Scale and Efficiency

Moving from evaluating the feasibility of a program to the development of systems and processes requires an assessment of current advancement functions. Finding efficiencies within current structures increases the potential ROI made from international fundraising efforts.

The 80/20 Guidelines in Practice
University Campaign Mailing

Owned by Domestic Advancement

Agree on priorities → Design collateral → Print collateral → Address mail

Owned by International

Ship all mail in one box → Distributes mail in country

Send mail USPS
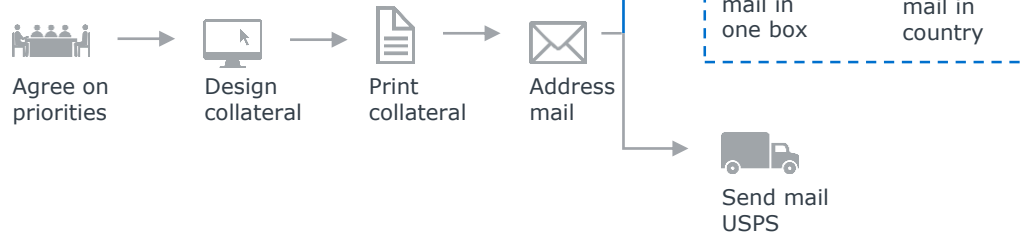
At Notre Dame, a set of guidelines establishes the expectation that 80% of international fundraising processes must align with existing domestic advancement practices. For example, the international unit may not need to create, design, or print unique university campaign mailings for international constituents. Instead, central advancement prepares the mailing, and before it is sent to USPS, the international unit intercepts the mail and sends it in a unique, cost-effective way to international constituents. Notre Dame's 80/20 guidelines build and encourage a sustainable international advancement function.

A Standardized, Surprise-Free Process

Codify Gift Acceptance Rules and Elevate Outliers

The political landscape of international donations is volatile and can be a source of tension for international advancement programs. Media outlets and stakeholders have begun to highlight and question universities accepting gifts from particular countries, regions, and individuals.

> "We're continuously looking at other universities and non-profits who are having international fundraising success. We've been monitoring gifts coming in and we've notice a trend of negative headlines about gifts from similar regions we're getting donations from. **So we're talking about potential issues and what to do about them before they happen. That way if something does happen we're ready to handle it**."
>
> **Chief Advancement Officer**
> Private Research University

To reduce the stress on the international advancement program and individual gift officers, universities are beginning to proactively codify gift acceptance rules for international donations. Codifying rules for an international gift first involves identifying stakeholders that can thoughtfully consider both international and domestic contexts. Next, the group of stakeholders can develop a set of rules taking into consideration factors such as international and domestic laws.

Operating in a fast-paced global market means there may be international gifts that don't clearly fall into established gift acceptance rules. If an outlier is presented to a gift officer, they may not be best equipped to make a decision on behalf of the university. To tackle outliers and the potential challenges they may pose to the university, it's critical to have a committee prepared to handle the situation.

Create a Process for Resolving Outliers

1 Establish a group of key stakeholders from across the university

2 Create a review process for exceptions and decision guidelines

3 Determine a point person for media inquiries and communications

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Building an International Enterprise

Staffing Structures for Fundraising and Engagement

The Current International Staffing Landscape

EAB Survey Results

International programs are becoming more common in higher education advancement. EAB survey data found that if universities do have full-time staff focusing on international efforts, it is most likely one to two individuals.

Percentage of Advancement Offices by FTE
EAB Survey Data from US and UK Universities

32%	56%	8%	4%
0 FTE	1-2 FTE	3-6 FTE	7-10 FTE
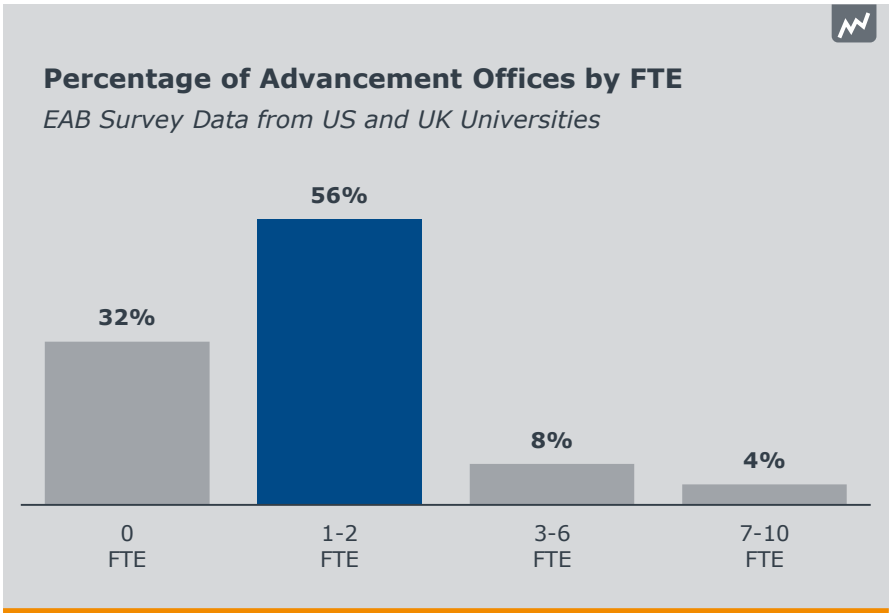
Offices with one or two internationally-focused staff typically have these individuals working specifically on development efforts. EAB data showed that it is less common to have a full-time staff member dedicated to international alumni relations.

Five Staffing Models for International Fundraising

EAB research identified five primary staffing models used across higher education universities in the United States and the United Kingdom to fundraise internationally. The staffing models in the summary table below are elaborated on in the following pages.

Staffing Model	Summary	Major Gift Focused	Includes Alumni Engagement	Significant Financial Investment
Model #1 Multifunctional Positions	A single individuals' work spans across student recruitment, fundraising, alumni engagement and industry parentships.	✔	✔	
Model #2 Split Portfolio Fundraisers	Gift officers have blended portfolios with a mix of domestic and international prospects. There is no dedicated full-time international fundraiser.	✔		
Model #3 Single Dedicated Fundraiser	A dedicated fundraiser supports and executes international fundraising initiatives.	✔		
Model #4 Region Specific Fundraisers	Relationship specialists focus on building and moving relationships internationally.	✔		✔
Model #5 Regional Teams	Two regionally focused teams with centralized back office support focus on international advancement efforts.	✔	✔	✔

Model #1: Multifunctional Positions

University of Edinburgh

The University of Edinburgh's international efforts have been supported by regional directors for various lengths of time depending on the region. For example, offices opened in 2010 in India, in 2013 in South America, and in 2014 in North America.

Model Overview	A single individuals' work spans across student recruitment, fundraising, alumni engagement and industry parentships.
Position Title	Regional Director
Position Location	In-country
Role	This position executes and supports a mix of tasks focused on alumni engagement, fundraising, program management, partnership development and student recruitment.
Responsibilities	• Manage any additional staff (could be a program manager, administrator, etc.) • Increase engagement and support from alumni, prospects, corporations, local institutions, and sponsors • Increase student recruitment
Focus Area	Each director focuses on one of eight regions (Asia, North America, etc.)
Key Campus Partners	• Manages student recruitment • Scholarship program teams • Internationally focused deans

Instructions: After reviewing the multifunctional positions model, use the organizer below to evaluate the positives and potential drawbacks of employing this staffing model on your campus. Consider your current staffing structure, resource availability, expertise of existing staff, and campaign status.

Positives

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Drawbacks

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Model #2: Split Portfolios

Case Western Reserve University

Case Western Reserve University began its international fundraising via split portfolios efforts twelve years ago in the engineering school. The split portfolio model is still in place with future plans to move towards a dedicated staff member.

Model Overview	Gift officers have blended portfolios with a mix of domestic and international prospects. There is no dedicated full-time international fundraiser.
Position Title	Senior Executive Director of International Development Initiatives
Position Location	Specific campus unit (e.g. engineering and business school)
Advancement Office Structure	Decentralized
Role	This position plans and executes every stage of the fundraising process, from prospect research to stewardship.
Responsibilities	• Finds, rates, and qualifies prospects • Conducts international visits with all prospects regardless of interest area • Coordinates with unit-based fundraisers for content and proposal writing • Travels with university leadership
Focus Area	80 domestic prospects 120 international prospects
Key Campus Partners	Unit based fundraisers

Instructions: After reviewing the split portfolio model, use the organizer below to evaluate the positives and potential drawbacks of employing this staffing model on your campus. Consider your current staffing structure, resource availability, expertise of existing staff, and campaign status.

Positives	**Drawbacks**
_____	_____
_____	_____
_____	_____
_____	_____

Model #3: Single Dedicated Fundraiser

Penn State University

International fundraising efforts at Penn State University began 18 months ago with the hiring of the Director of International Development. In the future, the director hopes to grow the team to fundraise in more regions worldwide.

Model Overview	A dedicated fundraiser supports and executes international fundraising initiatives.
Position Title	Director of International Development
Position Location	Central Advancement
Advancement Office Structure	Hybrid: centralized and decentralized
Role	This position conducts prospect research, plans and executes all stages of the fundraising process, and proposes international strategies to senior advancement leaders.
Responsibilities	• Gathers and refines prospect and alumni data from international countries • Conduct international visits with prospects • Coordinates with academic units for content • Connects university leaders with prospects to visit during international travel • Travels with and supports select university leaders on international visits • Recommends initiatives and investments regarding international prospects to senior leaders
Focus Area	50-100 prospects in China
Key Campus Partners	• Academic leaders • University leaders

Instructions: After reviewing the single dedicated fundraiser model, use the organizer below to evaluate the positives and potential drawbacks of employing this staffing model on your campus. Consider your current staffing structure, resource availability, expertise of existing staff, and campaign status.

Positives

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Drawbacks

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Model #4: Region Specific Fundraisers

Massachusetts Institute of Technology (MIT)

MIT's international fundraising program started 25 years ago in a single country. Over the last few decades, the program slowly expanded and now includes a total of five regions. Currently, this team does not plan to hire more fundraisers but remains open to transferring individuals internally to meet international fundraising needs.

Model Overview	Relationship specialists focus on building and moving relationships internationally. MIT currently has nine people in this type of role.
Position Titles	Executive Director, Philanthropic Partnerships (1) Director, Global Initiatives (5) Senior Leadership Giving Officer (3)
Position Location	Central advancement
Advancement Office Structure	Hybrid: centralized and decentralized
Role	These positions solely focus on building relationships with international prospects and moving them along the cultivation process.
Responsibilities	Executive Director and Directors • Travels, builds, and moves relationships towards a solicitation with international constituents at the principal gift level. • Enlists senior leaders to make the ask. Senior Leadership Officers • Travels, builds, and moves relationships towards a solicitation with international constituents at the major gift level, including parents. • Directly makes the ask.
Focus Area	Each fundraiser has prospects from one of five regions (e.g. Asia, Europe).
Key Campus Partners	• Academic leaders • University legal team • Senior university leaders • Associate Provost, International Activities

Instructions: After reviewing the region specific fundraisers model, use the organizer below to evaluate the positives and potential drawbacks of employing this staffing model on your campus. Consider your current staffing structure, resource availability, expertise of existing staff, and campaign status.

Positives	**Drawbacks**
_____	_____
_____	_____
_____	_____

Model #5: Regional Teams

Carnegie Mellon University

Carnegie Mellon started its international efforts in 2003 with one dedicated fundraiser. In 2015, an international team was created to expand the university's international development efforts. The current team includes 5.5 full-time staff. Future plans may include growing the team to reduce the number of unassigned prospects.

Model Overview	Two regionally focused teams with centralized back office support focus on international advancement efforts.
Titles	Executive Director, Assistant Director, Director, and Associate Director
Position Location	Central advancement
Advancement Office Structure	Hybrid: centralized and decentralized
Role	Two-person teams work to qualify, segment, and solicit prospects. Each team also has a staff member who is 50% dedicated to alumni relations.
Responsibilities	**Team #1** Executive Director • Manages staff and initiatives • Travels with leadership • Qualifies, moves, and solicits gifts • Constituents: 200 major gift prospects in Greater China, Korea, Japan, Indonesia, and Turkey Assistant Director • Qualifies, moves, and solicits gifts (50% FTE) • Leads alumni relations initiatives (50% FTE) • Constituents: 200 lower-level prospects and all alumni in Greater China, Korea, and Japan **Team #2** Director • Qualifies, moves, and solicits gifts • Constituents: 200 major gift prospects in India and Singapore Associate Director • Qualifies, moves, and solicits gifts (50% FTE) • Leads alumni relations initiatives (50% FTE) • Constituents: 200 lower-level prospects and all alumni in India and Singapore **Dedicated International Support Staffing** Prospect researcher • Finds, rates, and assigns prospects based on giving potential and location Administrative Coordinator • Plans on-campus visits with prospective parent prospects • Coordinates with campus partners for content • Tracks international parents and students for potential prospects Administrative Assistant • Reporting and scheduling
Focus Area	Team #1 focuses on alumni and prospects in East Asia. Team #2 focuses on alumni and prospects in South Asia.
Key Campus Partners	• Academic leaders • Unit fundraisers • University legal team

Model #5: Regional Teams (cont.)

Carnegie Mellon University

Instructions: After reviewing the regional teams model, use the organizer below to evaluate the positives and potential drawbacks of employing this staffing model on your campus. Consider your current staffing structure, resource availability, expertise of existing staff, and campaign status.

Positives	**Drawbacks**
_____	_____
_____	_____
_____	_____
_____	_____