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Constructing a New Ecosystem for Sustainable Development in International Collaborative Education Model: Research on the International Fundraising and Development Liaison System—A Case Study of Zhejiang University International Campus (Haining)

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Abstract: Focusing on the Zhejiang University International Campus (Haining), this study investigates a pioneering financial mechanism and development coordination system that supports the internationalization of higher education in China. The analysis reveals that amid the deepening transformation of higher education opening-up, the financial logic governing International Collaborative Education Model has shifted fundamentally from unidirectional resource absorption to systemic ecosystem construction. Empirically, the campus has constructed a multi-stakeholder value network. Its financing model is characterized by diversified funding streams, extensive operational scope, university-school synergy, and brand-driven leadership. These elements establish a virtuous cycle of resource agglomeration, capacity building, and reputational enhancement, facilitating a transition toward sustainable strategic symbiosis and value co-creation. Theoretically, this paper advances an innovative interpretation via the Triple Helix Twins Model, demonstrating that the Zhejiang University International Campus (Haining) operationalizes not only the classic university-industry-government (U-I-G) innovation spiral but also deeply integrates the university-public-government (U-P-G) sustainability spiral. Anchored by an endogenous Integrated Development Strategy of Education, Science, and Human Resource, the campus translates national strategies into actionable frameworks, attracting global industrial capital and public recognition through high-value conversion and ecosystem orchestration. This achieves an organic unity of efficiency and equity, alongside local development and global responsibility. The study concludes that the resource mobilization paradigm of the Zhejiang University International Campus (Haining) offers a transferable template for multinational higher education institutions in emerging economies, underscor-

ing how Chinese practices contribute to global sustainable development and the discourse on educational governance.

Keywords: Sustainable development; International financing; Triple Helix Twins; Integrated Development Strategy of Education, Science, and Human Resource; Zhejiang University

1 Introduction: The Paradigm Shift from Resource Absorption to Ecological Construction

International fundraising and development networking serve as crucial pillars for advancing the high-quality development of Sino-foreign cooperative education programs^[1-2]. In recent years, comprehensive campus-based platforms for such collaborations—such as the Zhejiang University International Campus (Haining)—have progressively established new paradigms for development coordination through practical implementation^[3]. Designated as (ICEM) under the guidance of the National Development and Reform Commission, the Ministry of Education, and the Ministry of Science and Technology, the Zhejiang University International Campus (Haining) has cultivated a sustainable ecosystem characterized by self-driven initiatives, high standards, and one-to-many partnerships^[4]. This framework not only enhances the campus's distinctive educational features and innovation capacity but also lays a solid foundation for expanding international funding channels and deepening its global development network, thereby injecting vitality into the campus's long-term growth.

The Zhejiang University International Campus (Haining) has been notably effective in its fundraising and development coordination since it began full operations in October 2017, with efforts that are systematic, diverse, and sustainable. The fundraising initiatives are manifested in eight key aspects: First, fundraising volumes have continued to grow, with cash donations totaling tens of millions of yuan establishing a substantial resource pool. Second, funding sources are highly diversified, encompassing students, faculty, alumni, domestic private enterprises, multinational corporations, foreign-funded companies, overseas individuals and institutions, creating a multi-channel fundraising framework. Third, donations cover extensive purposes, supporting core areas such as scholarships, teaching awards, departmental discipline development, innovation and entrepreneurship, student activities, talent development, infrastructure construction, social welfare, international exchanges, and academic resource development, thereby robustly supporting the campus's comprehensive growth. Fourth, donation formats are flexible—alongside cash contributions, physical donations of books and documents are actively accepted, effectively addressing both donors' preferences and the campus's diverse needs. Fifth, the donor network spans beyond Haining and the Yangtze River Delta region to nationwide and global levels, forming a campus-centered cooperative ecosystem with tiered outreach. Sixth, a university-department collaborative system has been established, with systematic fundraising coordination mechanisms developed through collaboration between the Alumni Association and specialized departments of the Education Foundation. Seventh, it has attracted deep

involvement from leading industry enterprises, securing support from representative companies in sectors such as new materials, biotechnology, advanced manufacturing, finance, medical devices, and the fashion industry, thereby fostering the integration of industry and academia. Eighth, it has cultivated a series of signature fund programs, including the ICEM Construction Fund, the Sustainable Campus Construction Fund, the Zhejiang University-University of Edinburgh Institute (ZJE) Self-Discovery Scholarship, the Zhejiang University International Business School (ZIBS) Future Development Fund, and so on. Additionally, the establishment of dedicated alumni organizations such as the Zhejiang University Alumni Association ZJE Alumni Branch^[5] and the ZIBS Alumni Association^[6], enhances graduates' sense of identity and belonging.

The fundraising objectives of the Zhejiang University International Campus (Haining) are grounded in its mission and long-term strategy, aiming to cultivate future talents with global competence, advance the internationalization of the university community, and deliver socially impactful services^[7] with international influence. Fundamentally, its approach transcends the traditional linear logic of resource absorption, striving to establish and strengthen an innovation community across multiple dimensions, such as physical space, governance structures, and resource networks, that continuously aggregates world-class educational, talent, and technological resources. This forward-looking initiative also imposes new demands on theoretical research, necessitating the development of explanatory analytical frameworks to gain deep insights into the complex driving forces and organizational dynamics underlying its international fundraising efforts.

2 The Triple Helix Twins Lens: Empirical Validation of International Resource Mobilization and Development Partnerships

The classic Triple Helix Theory was proposed by Henry Etzkowitz, emphasizing the interaction among Universities, Industry, and Government (U-I-G) within innovation systems^[8]. Initially developed to explain how institutions such as the Massachusetts Institute of Technology and Stanford University, along with their regional contexts, achieved rapid innovation and economic growth through close collaboration, the theory has since been widely applied to elucidate the pivotal role of universities in innovation ecosystems^[9]. As time progressed, the theoretical framework gradually revealed its limitations in addressing complex challenges such as sustainable development, failing to adequately incorporate broader societal forces driving sustainability, including value consensus, social responsibility, and public participation.

Consequently, theoretical evolution became inevitable. The Triple Helix Twin model, derived from China's traditional philosophy, builds upon the Triple Helix framework, providing a critical theoretical lens for establishing a sustainable development ecosystem in ICEM. This model posits that the innovation ecosystem driving sustainable development comprises two interdependent triple helices:

the Innovation-driven Helix (U-I-G), focused on technological advancement and economic growth to maximize efficiency, and the Sustainable Development Helix (University-Public-Government (U-P-G)), which integrates broader public forces-comprising universities, citizens, and governments to promote social equity and resilience, thereby enhancing development quality^[10]. The Integrated Development Strategy of Education, Science, and Human Resource serves as the endogenous driving force behind the operation of the Triple Helix Twins system in the China context^[11]. The University (U) stands at the convergence hub of the Triple Helix Twins. Its international fundraising and development outreach efforts fundamentally achieve dynamic resource symbiosis and sustainable development by synergizing these twins components.

The Zhejiang University International Campus (Haining) serves as an empirical model that advances the development of ICEM and conducts global fundraising and outreach, under the framework of the Triple-Helix Twins co-evolution logic. By establishing an integrated and deeply synergistic value cycle for sustainable development, the campus has embarked on exploring a model of strategic symbiosis and value co-creation. It treats international fundraising as a strategic project characterized by multi-dimensional connectivity, resource aggregation, and value sharing, systematically embedding it within a broader global sustainable innovation ecosystem. This approach transforms government (G) strategies into actionable blueprints with strong appeal to global industrial partners (I) and value-consensus partners (P).

2.1 Endogenous Aggregative Dynamics: The Integrated Development Strategy of Education, Science, and Human Resource

The establishment and development of Zhejiang University International Campus (Haining) stands as a vivid demonstration of the national “Integrated Development Strategy of Education, Science, and Human Resource” at the regional level. Distinct from mere replication of traditional Sino-foreign cooperative education models, this initiative represents an institutional innovation pilot jointly designed by universities (U), local governments (G), and regional industries (I) under the broader framework of the Integrated Regional Development Strategy of the Yangtze River Delta, committed to extending innovation benefits to the public (P). The Haining municipal government has strengthened top-level coordination across education, science, talent, industry, and urban development, allocating over ¥ 1 billion in funding for the ICEM to support high-caliber talent recruitment and advanced platform development. It has also established venture capital funds—including the ¥ 3.5 billion Juanhu Dream Fund and the Haining Technology Transfer Fund—to facilitate technology incubation and commercialization, breaking down barriers that fragment innovative resources. Accordingly, the campus serves as the optimal nexus for implementing this integrated strategy. Its growth has propelled internationalization of Haining, while

local industries leverage the global sustainable innovation network of Zhejiang University to enhance the international competitiveness of their talent and technologies, creating a virtuous cycle where “education nurtures talent, talent drives innovation, and innovation enriches education and urban development.” This initiative also opens new avenues for resource mobilization within the international cooperative education demonstration zone. Throughout this process, local industrial capital has actively participated in the campus’s development, forming high-level university-enterprise joint funding projects.

2.2 The Core Hub Role of the Campus: Value Translation, Ecological Weaving, and Rational Coordination

Currently, the field of international development cooperation is undergoing profound transformations, entering a historic period of restructuring characterized by intense competition and uncertainty^[12]. Against this backdrop, Zhejiang University International Campus (Haining) is leveraging its unique positioning and capabilities to serve as a strategic node within the global network for innovation and sustainable development. It not only addresses regional needs but also contributes to shaping global agendas; it serves not merely as a hub for resources but also as a central platform for integrating ecological values.

Value Translation and Narrative Construction. One of the campus’s core functions lies in creative value translation. It transforms the national strategic positioning as ICEM into a public narrative imbued with mission and appeal—a “platform for co-creating solutions to global challenges.” Through international academic conferences^[13-14] and global competitions/activities^[15], the campus skillfully aligns local development strategies with global issues such as climate change; and in areas like sustainable campuses^[16] and engineering education^[17], it has systematically earned a series of high-caliber, landmark international accreditations. This process not only concretizes and effectively transforms cultural capital but also significantly reduces the “cultural discount” in cross-cultural communication, thereby gaining broader international recognition.

Strategic Niche Expansion and Resource Integration. The campus has precisely positioned itself as an innovative engine for integrated development encompassing education, research, industry, and urban development. By pooling resources from faculty, students, alumni, industry partners, and philanthropic organizations, it has established dozens of diversified fund initiatives. Functioning like a “high-dimensional new species” within the ecosystem, the campus efficiently addresses the distinct needs of governments, industries, and the public, creating a sustainable value co-creation ecosystem at the intersection of the U-I-G and U-P-G frameworks.

The Integration of Dual Rationalities^[18]. The campus’s operations exemplify the synergy between “strategic rationality” and “relational rationality.” On one hand, fundraising initiatives are deeply aligned

with national and regional strategic objectives, making solid progress in serving the nation's overarching priorities; on the other hand, by establishing a standardized donation governance system and a culture-aligned recognition feedback mechanism, it has cultivated a global partner network built on long-term trust. This approach ensures that its international resource expansion efforts possess both strategic depth and global agility, fostering structural resilience and flexibility.

2.3 Co-evolution of the Triple Helix Twins: Diversified Fund Initiatives Driving Innovation and Sustainable Development

The international fundraising initiative at Zhejiang University International Campus (Haining) vividly demonstrates how universities, governments, industries, and the public collaborate deeply to jointly drive innovation and sustainable development through diversified fund projects. Within this ecosystem, the government has established an international institutional framework and cooperation platform for the campus through top-level design, policy guidance, and supporting funding, creating a conducive environment that attracts resources from various stakeholders.

Industrial capital has deeply engaged with the campus in internationalization efforts, forming a robust support network. For example, Eaton (China) Investment Co. Ltd. donated funds specifically for scholarships and student activities, fostering talent development^[19]; Tiantong High-Tech Group established a fund focused on cutting-edge interdisciplinary research in fundamental disciplines, directly driving scientific innovation^[20]; Bailingshi Group contributed to an academic exchange fund, facilitating international academic dialogue among talent pools^[21]; Meanwhile, donations from companies such as Charoen Pokphand Group, Hangzhou Yulin Education Technology, Zhejiang Zhongnan Construction Group, Zhejiang Dewei Technology, and Haining Hangpai Fashion Industrial Park have empowered the campus's sustainable innovation capabilities across various dimensions, ranging from disciplinary development and hardware support to brand building.

The involvement of public stakeholders reflects profound emotional connections. Dr. Feng, a biomedical student at the Zhejiang University-University of Edinburgh Institute(ZJE), donated a total of 400 valuable books on two occasions, enriching the campus's international literature resources. Additionally, alumni collectively supported initiatives such as faculty recruitment programs and the college's anniversary celebrations. These efforts not only provided material assistance but also fostered a robust alumni network and a strong community culture.

Another example is the development of Zhejiang University's International Joint Business School (ZIBS), which seamlessly integrates the interactive logic of the "Innovation Spiral" and the "Sustainable Development Spiral." The school's "ZIBS Future Development Fund Project" has garnered support from various sectors of society. Through cutting-edge fintech research, the establishment of the HaiShang

Academy and the ZIBS-CISI International Financial Talent Exchange Center, and the hosting of high-level dialogue platforms such as the “Global Monetary Forum,” ZIBS has fostered international consensus on sustainable development in inclusive finance and green finance. Additionally, its “Global Corporate Consulting Program (GCCP)” not only bridges academic and industrial ecosystems across borders but also proactively addresses emerging agendas like ESG and global expansion, guiding enterprises and top university students worldwide to address global challenges collectively. These initiatives achieve an organic unity of commercial and social value, as well as short-term efficiency and long-term justice, serving as a vivid demonstration of the “Triple Spiral Twins” international fundraising and development collaboration model at the Zhejiang University International Campus (Haining).

The close collaboration among the three key stakeholders has created a virtuous cycle where “enterprises formulate challenges, universities devise solutions, the government provides support, and the public validates outcomes”: Strategic planning and institutional safeguards offered by the government stabilize the foundation for collaborative innovation; practical industry demands and resource investments drive innovation in research breakthroughs and talent cultivation models at the campus; feedback and support from the public—particularly alumni communities—ensure the social compatibility and sustainability of the campus. Ultimately, this integrated synergy has transformed the Zhejiang University International Campus (Haining) into a sustainable innovation hub that converges expertise, policy support, capital, and shared values. It not only continuously incubates cutting-edge international research achievements and industrial projects but also injects critical impetus into the regional long-term socioeconomic development by nurturing talents with global perspectives.

3 Future Outlook: Leading a New Ecosystem for Global Sustainable Development

The practice at Zhejiang University International Campus (Haining) has proactively fostered and driven the co-evolution of the U-I-G innovation spiral and the U-P-G sustainable development spiral. It transforms national strategies into actionable, localized value creation, achieving shared prosperity for both the institution and its ecosystem through a dynamic balance between efficiency and equity, as well as local and global perspectives. This vividly exemplifies the international ecological financing coordination model under the Triple Spiral Twins theoretical framework. To consolidate this ecological advantage and lead paradigm development, the campus can continue exploring initiatives at the following three levels:

The first is the precise alignment of fundraising strategies to achieve a dialectical unity in value articulation. Fundraising efforts must further integrate the global agenda with local strategies at a higher level. On one hand, they should proactively and systematically benchmark against global consensus frameworks such as the United Nations Sustainable Development Goals, embedding fundraising initiatives within addressing shared human challenges like climate change and promoting equitable,

quality education to secure broad international moral endorsement and resource support. On the other hand, a global perspective must be deeply integrated into national and regional strategies—including the Yangtze River Delta integration and the development of new quality productive forces—and precisely aligned with key regional industrial plans. Through this two-way transformation of “localizing global issues and globalizing local practices,” fundraising gains both profound value cohesion and solid practical foundations.

Secondly, the dynamic expansion of funding sources involves grasping the evolving landscape and dual opportunities. The development of fundraising networks requires keen insight into emerging global capital flow trends. Firstly, actively explore international development capital and impact investments focused on global governance and South-South cooperation, positioning the campus as an ideal platform for attracting pragmatic international capital and fostering innovative collaborations. Secondly, strengthen the dual service hub function of “bringing in” and “going global”: serve not only as talent and R&D partners for multinational corporations operating in China but also as trusted think tanks and innovation engines for outstanding Chinese enterprises in their globalization efforts, thereby attracting strategic investments from domestic and international industries.

The third approach involves a systematic elevation of methodology to establish sustainable global partnerships and operational mechanisms. (1) Guide international reputation through strategic issue-setting: In integrating global and local value narratives, greater emphasis should be placed on the cutting-edge nature, interdisciplinary relevance, and communicability of issues. Enhance platform visibility through high¹-level dialogues and pre-research collaborations, securing a leading position in research paradigms, technological pathways, and standard-setting to strengthen international fundraising appeal through global academic leadership. (2) Deepen the supply-demand co-creation collaboration model: Within comprehensive fundraising campaigns^[22], jointly identify challenges and design solutions with potential donors to build trust-based, co-creation partnerships^[23]; simultaneously innovate by adopting inclusive models such as crowdfunding and social media micro-donations to expand public participation.^[24] (3) Leveraging Key Nodes through Institutionalization: Systematically plan and leverage opportunities like major university anniversaries to launch comprehensive, multi-tiered fundraising initiatives. (4) Establish regular communication mechanisms: Strengthen the “campus-alumni association-foundation” collaboration network to create a closed-loop system for information sharing and coordinated action, thereby enhancing the foresight, precision, and professional effectiveness of fundraising efforts.

Globally, the future of higher education is by no means an isolated development under a zero-sum game, but rather the construction of a community with a shared future where we are interdependent and share common destiny. The exploration of Zhejiang University International Campus (Haining) in its ecological and systematic resource mobilization model transcends the operational scope of a single

institution, reflecting China's higher education's awareness and commitment to participating in global governance amid the "Profound Changes Unseen in a Century". This approach organically integrates the strategic resolve of national policies with the global consensus of the United Nations Sustainable Development Goals, not only offering Eastern wisdom for overcoming cultural barriers in cross-border education but also aiming to elucidate the essence of international fundraising in higher education. Under this framework, regional international cooperation pilot zones are no longer merely geographical educational spaces but micro-governance units that bridge local and global contexts while balancing efficiency and equity. This demonstrates that higher education internationalization can surpass simplistic linear expansion or passive adaptation, achieving deep integration and dynamic equilibrium of multiple interests through proactive design and drive. In this sense, this study not only provides a replicable paradigm for Chinese universities to engage in global competition and cooperation but also contributes a practical example and theoretical reflection from Chinese universities to help Global South nations leverage institutional innovation to activate social capital and substantively address shared human challenges amid fiscal constraints and geopolitical dynamics.

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Author Contributions

The authors confirm contribution to the paper as follows: Zian Lyu: Writing, Original draft, Conceptualization, Methodology. Shuo Li: Conceptualization, Writing–review & editing, Supervision, Funding acquisition. All authors reviewed the results and approved the final version of the manuscript.

Availability of Data and Materials

The data on which the study is based were accessed through the following link:

<https://www.intl.zju.edu.cn/giving/zh-hans/story/190>.

<https://www.intl.zju.edu.cn/zh-hans/node/17169>

Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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