



The
Atlantic
Philanthropies

Australia



Jacina Leong is the inaugural curator of public programs at Queensland University of Technology's The Cube, a space for explorative and interdisciplinary learning experiences.

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In this book, all \$ currency denotes Australian dollars unless otherwise noted as US\$.

The
Atlantic
Philanthropies



Australia

BY SAM GIBBS



Chuck Feeney, founding chairman of The Atlantic Philanthropies, and Christopher G. Oechsli, president and CEO of Atlantic and first country program director for Australia and Viet Nam

To Charles Francis Feeney, for his tremendous vision, passion and generosity to Australia.



“The metaphor I use is *glue*.
The Atlantic Philanthropies
have been the glue to bring
us together.”

Professor Peter Coaldrake, vice-chancellor and president,
Queensland University of Technology

Researcher at
The University
of Melbourne's
Bio21 facility
works to
treat and cure
malaria.

Foreword

It is no exaggeration to say that Chuck Feeney and The Atlantic Philanthropies have had a game-changing impact on higher education in Australia, the state of Queensland and my own institution, Queensland University of Technology (QUT).

The most obvious impact is evident in physical transformation: the construction of new research and educational facilities and spaces of truly world-class standard. The city of Brisbane—and the institutions it hosts—has been utterly transformed by Chuck Feeney and The Atlantic Philanthropies. And there is no doubt that the old adage “build it and they will come” has been validated with the attraction of major scientific and academic talent to our capital and to Queensland.

This volume tells the stories of those who have participated in the Feeney–Atlantic journey in Australia. All involved are very aware of how fortunate we have been, and how privileged that—because of good luck and accidental circumstances—Chuck Feeney came to Australia and, more particularly, to Queensland in the first place.

Chuck Feeney and Atlantic did not invest in Queensland institutions because of the state’s history, economy and reputation. But Chuck, in particular, was able to detect that there was seriousness at all levels and across our institutions about fundamentally repositioning Queensland both socially and economically.

All of us who have worked with Chuck Feeney and his key point-man in Australia, Chris Oechsli, have come to realise that what The Atlantic Philanthropies also wanted to ensure was that we—the local players—would work together to build our communities, and that our state and federal governments would be leveraged into the equation. In this regard, it is no accident that most of the Atlantic investment in Australia was directed to Queensland, where the state government itself was, and remains (almost solely in Australia), prepared to put its hand in its own pocket to co-invest with Atlantic to bring the Smart State dream to life.

For my institution, QUT, and for me personally, the impact of the relationship with Chuck Feeney and Atlantic has been profound. Our two campuses, at Gardens Point and Kelvin Grove in Brisbane's central business district, have been utterly transformed from rather sterile and architecturally barren landscapes into exciting environments that are seen as attractive by the community and, in particular, by young people. But even more than that, Chuck's example of giving away his fortune in order to provide others with opportunity has inspired us to think in a similar (albeit much more modest) way.

I am proud that QUT was the first Australian university to establish a large-scale perpetual fund to provide scholarships and bursaries for students from disadvantaged backgrounds. We did so because of our conviction that the building of excellence and social justice should go together, and that the relentless pressures on public funding mean that we simply cannot rely solely on government to provide the financial support necessary to ensure wider access and participation.

I am especially proud that the Learning Potential Fund is now closing in on \$50 million as we target \$100 million as the perpetual base that will be needed to meet future demand. It is no fluke that so many of QUT's own staff are regular donors to the fund. They invariably know who Chuck Feeney is, and what he and Atlantic have done for us and for so many others.

This book, with the rich vignettes it features, is a testament to the inspiration that Chuck Feeney is to all of us.

Professor Peter Coaldrake
Vice-Chancellor and President
Queensland University of Technology



“Atlantic’s funding allowed us to attract people to Queensland who otherwise would not have come... . And it gave us the global visibility to collaborate with the very best in the world.”

Professor Peter Høj, vice chancellor and president,
The University of Queensland

The exterior of
QUT's Science
and Engineering
Centre

Preface

If there is one characteristic trademark of Chuck Feeney, the founding chairman of The Atlantic Philanthropies, that is most recounted by his Australian friends and colleagues—beyond his signature \$10 watch, faded Hawaiian shirts and plastic bags for toting journal and newspaper clippings of interest to their desks—it is his habit of assembling eclectic guests for long lunches and ambling chats.

“You never know who will be there,” they say of coffees at Brisbane’s Kangaroo Point, Chinese in Melbourne’s central business district or lunches in San Francisco, where he lives. “Heads of Irish universities, American dementia experts, Vietnamese ambassadors—you never know with Chuck.”

At these lunches, the soft-spoken and always attentive host says less than most but laughs much, friends report. By all accounts, Chuck Feeney is a great listener, preferring as he does to let others do the talking.

And so the same is true of this short history of Feeney and his foundation, The Atlantic Philanthropies, and their contributions to Australia.

I never met or lunched with Chuck Feeney for the research of this story, but I had the great privilege of meeting many who did, and it is to their voices that the now 86-year-old philanthropist has entrusted its telling.

In sharing with me their memories and reflections on Feeney’s relationship with Australia and its people, the contributors to this project have enabled the delivery of his most pressing message: Give while you live.

For their generous assistance in making this publication possible, and for more than 20 years of shared vision, Feeney and The Atlantic Philanthropies express their gratitude.

Sam Gibbs, Author



“By 1980 I started to think,
where is all this leading?
What am I going to do with it?”

Chuck Feeney, from *Secret Billionaire: The Chuck Feeney Story*, 2009

The pool at QUT's Centre for Physical Activity, Health and Clinical Education provides for a water aerobics class led by instructor Bronwyn Gray.

Summary

Between 1998 and 2016, Irish-American businessman Charles F. (Chuck) Feeney and his foundation, The Atlantic Philanthropies, gave \$540 million in philanthropic grants to grow Australia’s biomedical research, higher education, social equity and leadership capabilities.

The gifts reached 23 organisations across Queensland, Victoria, New South Wales and Tasmania, and co-funded the creation of eight new research institutes. They leveraged more than \$2 billion in matched giving from state and federal governments and other donors. They helped raise Australia to its international science and innovation standing, expanded the reach of health services to thousands of people, constructed 26 new facilities in four states, and built capacity in leadership and philanthropy so that Australia might take better advantage of its own endemic gifts and thrive into its future.

As such, Feeney is one of the most generous philanthropic individuals ever to contribute to Australia’s story—but he is also one of our least celebrated. At mention of Feeney and his giving, most Australians ask only two questions:

WHO?

Often described as “synonymous with anonymous,” the deeply private Feeney and his Atlantic Philanthropies kept their giving strictly secret for almost 20 years. Neither the name of the foundation nor of its founder would appear on the buildings they constructed, the institutes they enabled, or the programs and scholarships they created.

Although Atlantic’s anonymity policy would change in the 1990s, and the foundation would increasingly become active in promoting philanthropy through openly giving in the 2000s, Feeney and his philosophy of Giving While Living remain little-known to the Australian people—even in philanthropic circles.

WHY AUSTRALIA?

Over 35 years of giving, The Atlantic Philanthropies distributed US\$8 billion in strategic grants to almost 2,000 grantees on six continents. Influencing public health systems in Viet Nam, supporting the peace process in Northern Ireland, fighting the inhumanity of the death penalty in the USA, dramatically expanding facilities for higher education and escalating government investment in third-level research in Ireland, promoting equity and democracy in post-apartheid South Africa—Chuck Feeney invested where he saw opportunities to make a lasting difference within his lifetime.

But why advance Australia? Feeney had no family connection to Australia, and the country featured only minimally in his Duty Free Shoppers empire. The reason for Atlantic’s interest in Australia, gratifyingly, is Australians themselves.

The connections that he made with Australians, and the unfulfilled potential he saw through them, are at the heart of his motivation for driving Atlantic’s investments in Australia. The unique chemistry of a down-to-earth, no-frills culture, many years of friendship that the Feeneys found in their Queensland community, discovery of bold leaders with big dreams, and governments at state and federal levels amenable to co-funding, earned us an unexpected friend.

AREAS OF IMPACT

Over the 18 years that The Atlantic Philanthropies was active in Australia, it focussed its funds and energies on promoting five core areas of advancement:

The facilitation of biomedical and health research: The “bench-to-bedside” promise of translational research spoke loudly to Feeney, who sought high human returns on capital investments. Concrete contributions for labs and research

institutes in Australia were always made with the understanding that it was outcomes for people that were Atlantic's long game. Advances in understanding of and treatments for cancers, heart disease, diabetes, stroke, dementia, childhood diseases, and infectious and sexually transmitted diseases make up only a few of the many runs Atlantic's support has helped put on Australia's board.

The enhancement of educational environments: Known for spending hours quietly sitting on university campuses to watch student communities at work and play, Feeney had an interest in student well-being, collaborative campus spaces and cross-faculty pollination that influenced not only the construction but also the design of Atlantic's 12 Australian university building works, including two swimming pools, a graduation hall and an art museum.

The growth of a culture of philanthropic leadership: Among a variety of efforts to promote greater philanthropic giving in Australia, Atlantic contributed to the birth of the Australian Centre for Philanthropy and Nonprofit Studies, Philanthropy Australia, the short-lived Centre for Encouragement of Philanthropy in Australia and the Giving While Living networks—a short series of events at which Feeney shared his message with Australian wealth-holders.

Capacity-building for a Viet Nam–Australia partnership: In an unofficial “V-Strategy” run parallel with its Australian grantmaking, Atlantic made a suite of strategic grants to Australian institutes and organisations whose interests lay in education and health in Viet Nam. The objective was twofold: to build Australian capacity in international research and development projects, and to impart critical skills and expertise to Vietnamese changemakers.

Addressing social inequality: In its final year of grantmaking, and as part of a six-nation Atlantic Fellows program, The Atlantic Philanthropies made its final Australian investment in 2016, creating the Atlantic Fellows for Social Equity, a program focussed on addressing inequality across the Australia-Pacific region. A 20-year commitment to nurturing 500 mid-career leaders tackling social disadvantage, Atlantic's capstone project is described as being nothing short of “nation building.”

LESSONS DRAWN FROM THE ATLANTIC PHILANTHROPIES IN AUSTRALIA

Reflections on Atlantic's Australian experience offer learnings for both funders and fundraisers.

On giving to people: Chuck Feeney built relationships with grantees first, and measured potential impact second. He was attracted to dedicated, effective visionaries who could “think big,” and he and Atlantic made big bets on these individuals. In all cases of Australian grantmaking, the giving hinged on Feeney's personal connection to, and faith in, the leaders at the centre of each project.

On learning in philanthropy: Atlantic's funding in Australia highlights the importance of both business funders and scientists taking responsibility for communicating their respective learnings across the bench. An entrepreneur and student of hospitality, Feeney read and learned voraciously about the science and innovation proposed by Atlantic's grantees; unafraid to ask questions and dive into scientific depths, he toted pages of reports and clippings around the world on his cyclonic flight path.

On the power of teaming up: In almost all Australian cases, Feeney and Atlantic were drawn to grantees whose projects offered opportunities for collaboration. Having leveraged government contributions for almost all of its capital projects, in its later years Atlantic also launched matched giving challenges aimed at enticing other private Australian donors to join in supporting these projects. This was one of the earliest examples of a co-funding strategy that is increasingly popular today.

On the challenges of collaboration: For all its enthusiasm for catalysing collaborative projects, Atlantic's experience also showed that successful partnerships between multiple stakeholders require time as much as money. “Just because it is deemed that there will be collaboration, doesn't mean collaboration will naturally follow,” notes one Australian commentator. When Atlantic grants required that the recipients raise a matching amount from other contributors, the fundraising mandate also proved unexpectedly challenging for some grantees.

On limited life: Atlantic’s plan to complete all grantmaking by the end of 2016 freed the foundation from the responsibility of ensuring that its endowment would last in perpetuity. An approach seemingly at odds with the legacy-building Private Ancillary Funds taking root in Australia, Atlantic’s commitment to investing its entire endowment during the lifetime of its founder was meant to create “accelerated impact.” As one foundation trustee said, “You’re much more likely to make a difference by doing something big right now than dribbling the money out to the end of time.”

On giving publicly: For Australian philanthropists, or proto-philanthropists, who struggle with the idea of giving publicly in a culture still cultivating a tall poppy problem, Chuck Feeney stands as reassuring evidence that humility without anonymity is possible. Feeney and Atlantic’s “coming out” from behind its veil of secrecy is well-documented, and their ultimate balance between private giving and promoting giving was hard-earned.

On giving to education: A number of leaders in Australia’s education sector will point to Atlantic as the model for their own “think big” campaigns. In the wake of Atlantic’s bold gestures to Australian universities—the largest educational gifts of their time—home-grown alumni and development philanthropy has since lifted its game. A greater focus is falling on increased professionalism of university fundraising, and higher education as a smart philanthropic investment has shifted into the spotlight.

This book is a short account of an extraordinary and little-known chapter in Australia’s philanthropic and developmental history. It is evidence of what is possible when hard work, thoughtful contribution and belief in good people are made the bricks and mortar of both business and living. If there is any message to take from it, it is Chuck Feeney’s commitment to Giving While Living: Engage Now. Give Today. Change Tomorrow.

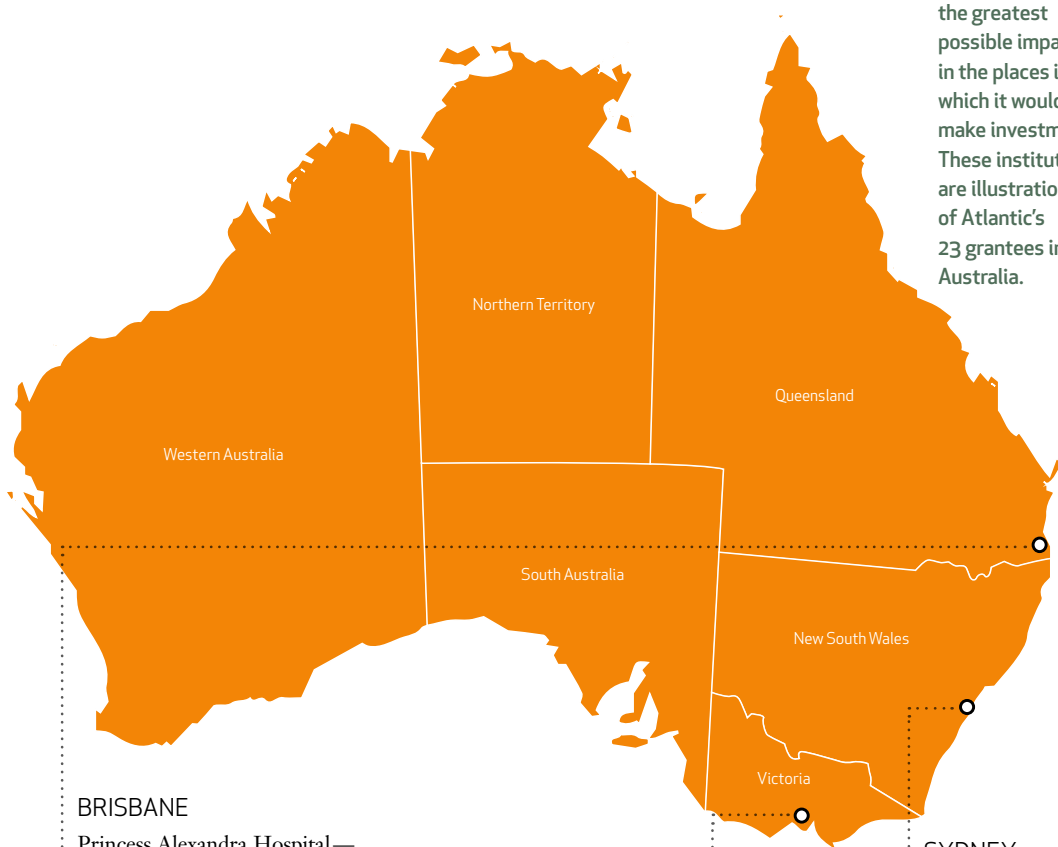
The Atlantic Philanthropies | **Australia**



Chuck Feeney, founding
chairman of The Atlantic
Philanthropies

Atlantic in Australia

Atlantic's strategy emphasised having the greatest possible impact in the places in which it would make investments. These institutions are illustrations of Atlantic's 23 grantees in Australia.



BRISBANE

- Princess Alexandra Hospital—
Queensland Head and Neck Cancer Centre
- QIMR Berghofer Medical Research Institute
 - Cell-Based Cancer Therapy Centre
 - Clive Berghofer Cancer Research Centre
 - QIMR Berghofer Central
- Queensland University of Technology
 - Australian Centre for Philanthropy and Nonprofit Studies
 - Centre for Physical Activity, Health and Clinical Education
 - Institute of Health and Biomedical Innovation
 - Science and Technology Precinct and Science and Engineering Centre
- Royal Brisbane and Women's Hospital Stroke Unit
- Translational Research Institute
- The University of Queensland
 - Australian Institute for Bioengineering and Nanotechnology
 - Centre for Clinical Research
 - Institute of Molecular Bioscience
 - James and Mary Emelia Mayne Centre—Art Museum
 - Queensland Brain Institute
 - UQ Centre
- Wesley Medical Research

SYDNEY

- University of New South Wales Medicine
 - The Kirby Institute for infection and immunity in society
- Victor Chang Cardiac Research Institute

HOBART

- University of Tasmania
 - Menzies Institute for Medical Research

MELBOURNE

- Murdoch Childrens Research Institute
- Royal Children's Hospital International
- The Baker Heart and Diabetes Institute
- Royal Melbourne Institute of Technology
- The University of Melbourne
 - Bio21 Molecular Science and Biotechnology Institute
- Walter and Eliza Hall Institute of Medical Research
 - Bundoora Biotechnology Centre

Bill Gates describes Chuck Feeney as his “hero.” *Forbes* magazine calls him “the James Bond of Philanthropy.” Australians who have met him say “brilliant,” “humble,” “insightful,” “kind.” Australians who call him friend add “stubborn,” “loyal” and “short.” But most Australians don’t know him at all.

An Irish-American business giant whose entrepreneurial nous built and sold the multinational Duty Free Shoppers (DFS) retail empire, Chuck Feeney, at the age of 50, decided to commit virtually all of his wealth—and his shares of DFS—to the service of humanity.

“Not for him the three Gs—golf, grandchildren and gardening—he told his family,” says Feeney’s biographer, Conor O’Clery.

Feeney’s core philosophy: Giving While Living.
Make an impact on tomorrow by giving today. Learn from your giving and get better at it; give of your skills and time while you can.

Establishing a Bermuda-based charitable foundation in 1982, Feeney has gone on to become one of the world’s most respected philanthropists, recognised for both the scale of his foundation’s generosity and its level of engagement in the communities in which it is giving.

Over three decades, and with the harnessed energy of approximately 120 staff globally at its peak, The Atlantic Philanthropies have made more than 6,500

Atlantic’s co-funding with government started in the Republic of Ireland, then was replicated in Australia, Northern Ireland, South Africa and Viet Nam.

grants, to almost 2,000 grantees, concentrated in eight regions across the globe, including the United States, Viet Nam, South Africa, Northern Ireland, the Republic of Ireland, Bermuda, Cuba and Australia.

The Atlantic Philanthropies completed their grantmaking in December 2016; Feeney's foundation has invested more than US\$8 billion to build a world of greater opportunity, equity and dignity for all people—sooner rather than later.

Feeney's core philosophy: Giving While Living. Make an impact on tomorrow by giving today. Learn from your giving and get better at it; give of your skills and time while you can. Besides, as Feeney has always said, "It's a lot more fun to give while you're alive than to give while you're dead."

For the better part of 20 years, and in keeping with Chuck Feeney's nature, The Atlantic Philanthropies remained committed to strict anonymity. Its business was conducted in secret. Its grantees were bound to silence about their private donor. Neither the name of the foundation nor of its founder would appear on the buildings they helped construct, the institutes they enabled, nor the programs and scholarships they created. Until a change of tack.

“Very few Australians realise that Atlantic ever gave here. And almost no one is aware of how much.”

Chris Wilson, member of the Philanthropy
& Social Capital team, Koda Capital

In 2002, at the desire of Feeney, and with the support of the Board of Directors, The Atlantic Philanthropies set their sights on committing the entire endowment by 2016, and closing their doors by 2020. Atlantic became a “limited life” foundation, with the aim of making “big bet” grants, with big money invested in strategic areas, to make the biggest impact possible by the time Feeney was 85. “I want the last check I write to bounce,” he told *The New York Times*.

At this time, The Atlantic Philanthropies also decided to go public with the foundation's story and learnings. A website was created. Grants were gradually revealed. In the spirit of promoting his Giving While Living message, a deeply private Chuck Feeney slowly, and somewhat reluctantly, stepped onto a global stage.

“People’s overwhelming response is, ‘I can’t believe we haven’t heard this story,’” says Chris Wilson, member of the Philanthropy & Social Capital team at the Australian investment advisory firm, Koda Capital.

In August 2015, Koda hosted an Australian tour with Christopher G. Oechsli, president and CEO of Atlantic, and David Morse, its chief communications officer, for a series of panel and group conversations about the lessons that might be drawn from Atlantic’s giving and impact in Australia, in an effort to encourage more philanthropy from wealthy Australians.

“He is a seriously rare bird, a guy who worked hard to be successful in business and has worked even harder to give it away.”

Kevin Rudd, Prime Minister of Australia, 2007–2010, 2013

“Very few Australians realise that Atlantic ever gave here,” Wilson says. “And almost no one is aware of how much.”

During the years 1998 through 2016, Feeney and The Atlantic Philanthropies invested more than \$500 million into growing Australia’s medical research, health, higher education and leadership capabilities. The estimated value of these gifts, when viewed in light of the government and private partnership funding that they leveraged, is more than \$2 billion.

This makes Chuck Feeney one of the most generous philanthropists in the history of Australia—a title he has quietly held for more than 18 years.

Folklore holds that it was Ken Fletcher, Wimbledon larrikin of the 1960s Laver–Emerson era, who first brought Chuck Feeney to Australia, but it would be more accurate to say that it was Kenny Fletcher who helped him love it. Having travelled to Brisbane for business in the 1970s and 1980s, Feeney already had a good feel for Aussie turf when, in 1992, he flew back in with Fletcher, by then an old mate.

Feeney and Fletch—“two joke-telling amigos,” according to mutual friend Hugh Lunn—had first met at Hong Kong’s family-friendly Ladies Recreation Club, when Fletch was a 27-year-old playboy tennis coach volunteering with

local orphans on weekends and Feeney was a 36-year-old rising businessman (not yet a millionaire), husband and father of three daughters at the time—with a Jag, a boat and a copy of industrialist Andrew Carnegie’s 1889 essay, *Wealth*, burning a hole in his already kindling discomfort with fortune.

\$549 million Total amount Atlantic committed in Australia

52 Grants | 23 Grantees | **\$10.5 million** Average size of grants

\$2 billion+ Total with leveraged amount from state and Commonwealth governments and other partners

Both from Irish-Catholic working class backgrounds—Feeney from the back blocks of Elizabeth, New Jersey, and Fletch from the barefoot courts of Brisbane’s sunbaked Annerley Junction—it was the beginning of a friendship that would shape the stories of both men. “I only had to look at Fletch to start laughing,” Feeney said in 2010.

By the time that Feeney and Fletcher flew into Brisbane airport in 1992—in economy seats; Feeney always insisted on flying economy—the two men’s lives had taken divergent paths. Feeney, now married to his longtime assistant, German-born Helga Flaiz, was not only a billionaire but a full-fledged, if anonymous, international philanthropist. Fletch—broke, single and “down on his uppers”—was glad to be reunited with his friend and ready to make a fresh start.

Within a year, both the Feeneys and Fletcher were encamped in Brisbane’s Dockside Apartments, and the couple had inherited a gang of buddies collected through the “eminently likeable” Fletch, including tennis player Billy Lee Long, journalists Hugh Lunn and his wife, Helen, and old Hong Kong opal dealer and mate, Farid Khan. Together, they were “The Foreign Correspondents, Broken-Down Tennis Players and Multi-Billionaires Club.”



“It was only after I became Prime Minister that I came to know the full extent of what Chuck Feeney was doing around the country,” says Kevin Rudd, who celebrated a landmark grant from Atlantic in 2009 by showing publicity-shy Chuck Feeney how the *Courier Mail* saluted his generosity.

Between 1992 and 2012, the Feeneys lived in Brisbane for months at a time, when he would work on development and real estate projects in the area. Aussie Olympic runner Ron Clarke moved from London to Brisbane to work on a real estate project that would eventually become the Couran Cove resort, and Ken Fletcher was informally commissioned to help find Queensland business opportunities for Feeney, and to keep the local tennis courts busy on weekends.

With the establishment of federal Cooperative Research Centres in the early 1990s, the gap between biomedical researchers and the patients who needed their discoveries was receiving increased attention.

“Chuck and Helga walked along Kangaroo Point every morning,” Lunn says of the months that the Feeneys spent in Brisbane every year. “Chuck would walk into town and have his meetings, and we’d all go out for Chinese or a movie. Everyone knew he had to be home every night for 9:30 though—Chuck hated missing SBS News.”

“There is no Chuck in Australia without Helga,” says Dr Dave Kennedy, former Atlantic program officer in Sydney. “Always at his side—wife; soul mate; travel, special events and health planner—you name it. I called her ‘Saint Helga.’”

“Chuck and Helga didn’t just love Brisbane,” Lunn says. “They picked up rubbish on their morning walks. They were proud of Brisbane. This was their home.”

The 1990s were a period of fermentation and digitisation for Australia’s young biotechnology industry. Molecular biology and diagnostic companies were sprouting alongside an already advancing bed of Australian vaccine innovators, and a budding interest in “translational research” was beginning to influence the tides of government spending. With the establishment of federal Cooperative Research Centres in the early 1990s, the fertile gap between biomedical researchers and the patients who needed their discoveries was receiving increased attention.

By 1998, Atlantic had sold its shares in Duty Free Shoppers, bringing the endowment to US\$3.5 billion.

“There was a light-bulb moment across The University of Queensland (UQ),” remembers Professor Brandon Wainwright of the time. “We had a whole bunch of people who were very good at understanding what goes on inside cells and disease and understanding genomics. And another bunch who understood molecules and drugs. We were all starting to think, ‘Wouldn’t it be great if we could create a place to bring them all together?’”

Across Brisbane at the office of Lord Mayor Jim Soorley, Professor Lawrie Powell, director of the Queensland Institute of Medical Research (now QIMR Berghofer Medical Research Institute) was petitioning the mayor for a solution to his own institute’s escalating need for facilities. Under Powell’s leadership and commitment to translational studies, QIMR was accommodating two cooperative research centres, and was swiftly putting runs on the board in vaccine technology and cancer immunotherapies. He had a dream for QIMR’s future.

“And we’re bulging at the seams!” he appealed to Soorley.

By 1998, The Atlantic Philanthropies had sold their shares in Duty Free Shoppers, Feeney’s retail enterprise, bringing the foundation’s total endowment to US\$3.5 billion. Atlantic’s giving to U.S. higher education, notably Feeney’s alma mater, Cornell University—which he had attended on a government tuition scholarship for veterans after service in Japan during the Korean War—was tripping into nine figures. In South Africa, funding to promote multiracial representation in post-apartheid courts was fostering a new approach to civil society; in the Republic of Ireland,

TOP SIX GRANTEES

The University of Melbourne	\$97 million
The University of Queensland	\$85 million
Queensland University of Technology	\$69 million
QIMR Berghofer Medical Research Institute	\$57 million
Walter and Eliza Hall Institute of Medical Research	\$50 million
Translational Research Institute	\$50 million

Atlantic's support for higher education was feeding the Celtic Tiger; and investments in peacemaking were encouraging Northern Ireland to step out of its Troubles—an approach that had its critics, but which would contribute to the signing of the historic Belfast/Good Friday Agreement.

Labor's Smart State policy for a knowledge economy succeeded in diversifying the sunshine state out of its "rocks and crops" dependencies and put it on the world map for its brains, not just its beaches.

In Brisbane, however, Chuck Feeney and his man-on-the-ground opportunity scout, Fletch, were having a hard time getting a meeting—with anyone. By some accounts, Feeney did approach then-New South Wales Premier Bob Carr to discuss possible funding partnerships, but Carr and his staff have no memory of this. "No one was interested in seeing Chuck," says Hugh Lunn. "No one knew who he was."

In March 1998, Ken Fletcher called Brisbane Lord Mayor and one-time Marist priest, Jim Soorley.

"I want you to set up a dinner, and bring two people who could make good use of good money, he told me," Soorley says. "So I thought, UQ and QIMR."

"Mr Powell, our foundation is interested in 'your dream.' We'd like to see a business plan."

The subsequent dinner at Brisbane's Irish Club—the day before St Patrick's Day—marked the beginning of Feeney's Australian philanthropic chapter. In the heritage-listed Elizabeth Street Irish bar, University of Queensland Vice-Chancellor John Hay, QIMR's Lawrie Powell, Fletcher, Feeney and Mayor Soorley shared drinks.

STAFFER FROM
ATLANTIC'S
DUBLIN OFFICE

"I figured maybe this guy had ten thousand, twenty thousand to give somewhere," Soorley remembers.

Professor John Hay arrived in a suit, carrying a briefcase; and he would for many years enjoy recounting this first meeting with his soon-to-be lifelong friend: the casual American sitting at the bar with an open-necked shirt, plastic carry bag and pint of Guinness.

“We set it up over dinner that Chuck would meet both John Hay and Lawrie [Powell] the following day for campus tours,” Soorley says. “I’m a great believer in eating the ice cream while it’s cold, but none of us had any idea he was a billionaire.”

“The next morning, Chuck came to QIMR,” remembers Powell. “We gave a presentation. We gave him sandwiches. And at the end he just got up, said thank you and walked out.”

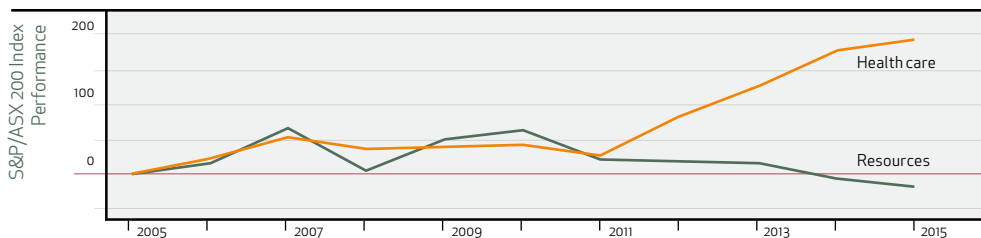
A month later, after QIMR had received a comprehensive investigative visit from a previously unknown Tara Consultants Ltd., a phone call came from Dublin: “Mr Powell, our foundation is interested in ‘your dream.’ We’d like to see a business plan.”

Following the Irish Club meeting of March 1998, QIMR and The University of Queensland both received pledges—and challenges—from The Atlantic Philanthropies. UQ could build its long-planned Institute of Molecular Biology if it could secure funds to match Atlantic’s \$10 million with another \$15 million from the State Government. QIMR received \$20 million for its now Clive Berghofer Cancer Research Centre, on the condition it could raise another \$35 million. Both grantees approached Queensland Premier Rob Borbidge and his Nationals government with letters of commitment from their anonymous donor, promising the largest philanthropic gifts that Queensland had ever seen.

“There was certainly a lot of ‘this is too good to be true.’”

QUEENSLAND PREMIER
ROB BORBIDGE,
1996-1998

Australia’s Biotechnology Boom and Resources



Source: <https://blogs.wsj.com/briefly/2015/09/15/5-things-to-know-about-australias-biotech-push/>

“There was certainly a lot of ‘this is too good to be true,’” Borbidge remembers of the sentiment within government at the time. “It did seem a bit dodgy,” remembers Anna Bligh, then an incoming minister. “But if you revealed Atlantic’s identity, they’d pull the plug!” stresses Professor Lawrie Powell.

Borbidge pushed Treasury to support the mystery benefactor. “It was Rob who first agreed to put funds in to match Chuck’s,” said UQ Vice-Chancellor John Hay in 2012. “Rob Borbidge’s role should not be underestimated.”

“It [Smart State policy] was a tough sell. But then Chuck Feeney turned up.”

PETER BEATTIE,
QUEENSLAND
PREMIER, 1998-2007

But four weeks later, in June of 1998, a Queensland election saw the Borbidge Nationals voted out and Peter Beattie’s Labor government installed in its place. Treasury had to be won over again, only this time, Beattie had an angle: a new agenda that would become the Australian Labor Party’s signature policy for the next 14 years of its leadership, and a pivotal nexus for Atlantic’s grantmaking in Australia: Smart State.

Considered “something of a joke” when Beattie first proposed his knowledge-economy ambitions for Queensland, Labor’s Smart State policy sought to diversify Queensland’s economy out of its “rocks and crops”

“Between 1998 and 2011, the number of researchers in Queensland grew from 8,000 to 18,000, and the State’s position on the research league table ... went from almost last, to first.”

Professor Peter Andrews, Queensland’s first Chief Scientist

dependencies, grow its innovation capabilities, create jobs “and more jobs,” and put the sunshine state on the world map for its brains, not just its beaches.

“It was a tough sell,” Beattie says. “But then Chuck Feeney turned up.”



Walter and Eliza Hall Institute of Medical Research in Melbourne is the oldest centre of its kind in Australia, having celebrated its centenary in 2015. Atlantic helped fund a major and much-needed expansion that more than doubled its space for new discoveries.

The Feeney-Beattie partnership, later inherited by Beattie's deputy and successor, Anna Bligh, was catalytic for Queensland. Thanks to Feeney's challenges for government to co-contribute to its grantees' projects, over the next 14 years, Atlantic induced a total of more than \$461 million in leveraged funding from the State—the fruits of which include the Queensland Brain Institute, the Australian Institute for Bioengineering and Nanotechnology, the Institute of Health and Biomedical Innovation, and the Translational Research Institute.

“The biotech industry here was virtually nonexistent 15 years ago,” says Queensland's first Chief Scientist, Professor Peter Andrews. “Between 1998 and 2011, the number of researchers in Queensland grew from 8,000 to 18,000, and the State's position on the research league table—as measured by publications like *Science* and *Nature*—went from almost last, to first.”

“It was very empowering to have someone from the outside come in and recognise the potential of what we were doing,” Beattie says.

“I think Chuck got a delicious satisfaction out of influencing government to do good things,” says Anna Bligh. “And he *did* change what government did. We invested in projects that we either otherwise might not have had on our radar, or which we could not have afforded on our own.”

Feeney's gift for leveraging government funds with philanthropic gifts, which had seen success first in the Republic of Ireland, soon became his calling card in Australia.

In Victoria, in both Kennett's and Bracks' State Governments, Feeney found science, technology and innovation policies that were, as in Queensland, chasing jobs and commercialisation. Competition for biotech bragging rights between Melbourne and Brisbane was set to intensify during an early 2000s innovation race, and The Atlantic Philanthropies backed both.

Over the coming decade, the foundation made significant investments in Melbourne's Baker Heart Research Institute (now Baker Heart and Diabetes Institute), The University of Melbourne's Bio21 Molecular Science and Biotechnology Institute, the Walter and Eliza Hall Institute of Medical Research, and the Murdoch Childrens Research Institute.

Grants in Australia were approximately one-third of the total project cost: One-third from Atlantic, one-third from the institution and one-third from the government.

In its latter years in Australia, The Atlantic Philanthropies also contributed to two New South Wales projects: the Victor Chang Cardiac Research Institute and the Kirby Institute for infection and immunity in society at the University of New South Wales (UNSW), as well as to the Menzies Institute for Medical Research at the University of Tasmania—in all cases partnering in campaigns co-funded by both respective states and the Commonwealth.



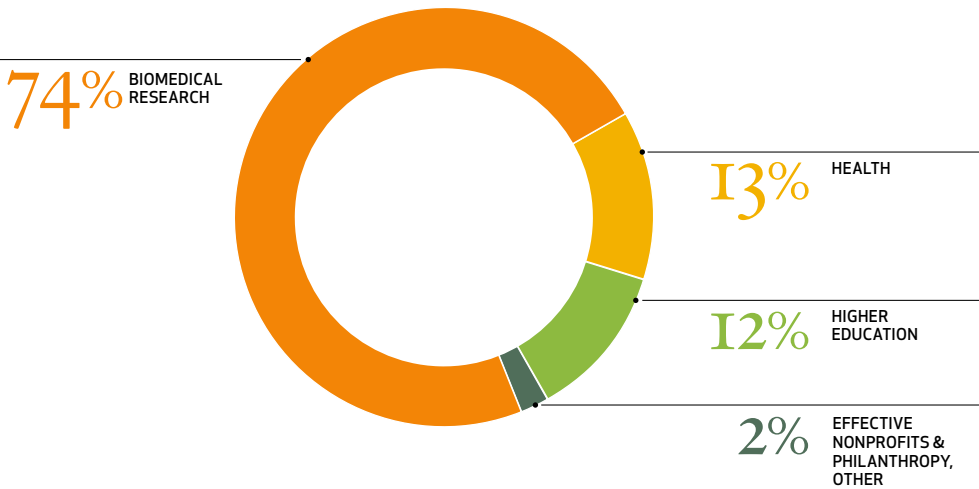
“It was only after I became Prime Minister (PM) that I came to know the full extent of what Chuck Feeney was doing around the country,” says Kevin Rudd, who was premier of Queensland before becoming PM. “He was proud of the fact that in Australia, every Atlantic grant was approximately one-third of the total project cost: “One-third from us, one-third from the institution and one-third from the government.”

Feeney made several visits to Canberra during Atlantic’s active years, and once met with Rudd in the coffee shop below his Brisbane apartment—a surprise still in the memory of café staff.

Atlantic leveraged more than \$500 million of Australian Commonwealth funds to serve grantee goals.

In 2009, Feeney and The Atlantic Philanthropies’ leveraging strategy achieved their Australian personal best. Atlantic pledged to commit a cumulative \$102.5 million with three Queensland grants: \$50 million to the Translational Research Institute, \$27.5 million to the QIMR for its Smart State Medical Research Centre (now QIMR Berghofer Medical Research Institute), and \$25 million to the Queensland University of Technology for its Science and Technology Precinct—provided that the federal government came to the party.

FUNDING BY FIELD



“We’ll put in \$100 million, but it’s all or nothing,’ Chuck said,” remembers Ken Smith, then Queensland director general, Department of Premier and Cabinet. “So don’t break this down. There’s \$100 million on the table. You go and you tell the federal government that unless they fund those three projects then I’m out of here—you don’t get anything.”

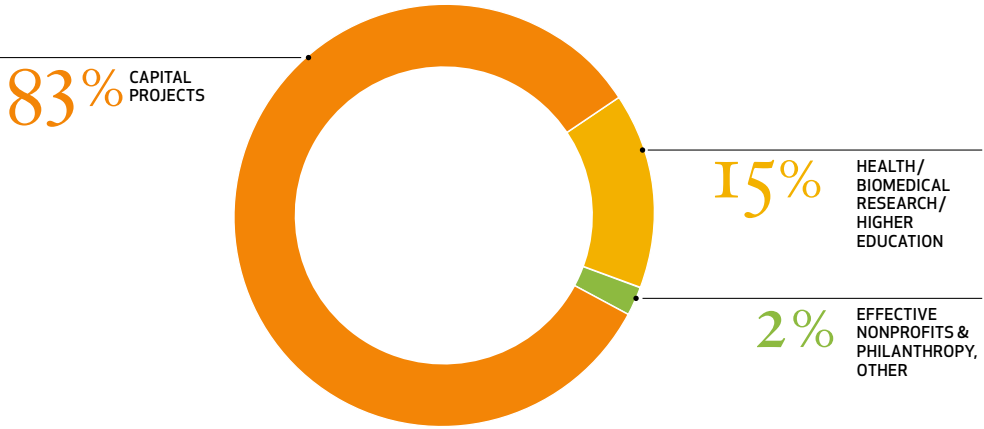
“Chuck got a delicious satisfaction out of influencing government to do good things. We invested in projects that we either otherwise might not have had on our radar, or which we could not have afforded on our own.”

Anna Bligh, premier of Queensland, 2007–2012

Over all its years of grantmaking in Australia, The Atlantic Philanthropies leveraged more than \$500 million of Australian Commonwealth funds to serve grantee goals.

“That kind of momentum is unstoppable,” Bligh says.

FUNDING BY TYPE



Three qualities characterise the Australian grantees that Chuck Feeney identified as project partners for The Atlantic Philanthropies.

First, he was attracted to dedicated, effective visionaries who could “think big.” At the centre of each of Atlantic’s Australian grants, there was always a leader looking to make ambitious change within his or her field: Professors Lawrie Powell, John Hay, Terry Dwyer, Gus Nossal, Suzanne Cory, Dick Wettenhall, Peter Coaldrake, Ian Frazer, John Funder, Bob Williamson—the list of Australian scientific and academic luminaries that Feeney was drawn to attests to his entrepreneurial eye for big-sky thinkers.

Feeney looked to friends such as Fletcher and enthusiastic networkers like Ron Clarke to connect him with leaders of interest, and invited these new contacts to meet him, often in New York or London or Dublin, to spend days talking books, politics and family history.

“It wasn’t remarkable that Chuck wanted to spend a whole day, or weekend, getting to know you,” says Professor Coaldrake. “It’s what he wanted to talk about. He wasn’t just interested in the work, he wanted to have an extended conversation: about Australia, about Indigenous Australia. We talked about our childhoods.” Many Australian Atlantic grantee partners recount taking

short holidays with the Feeneys, going together to Brisbane stage shows, meeting fellow Atlantic grantees at lunches or over casual coffees. Almost all consider Chuck Feeney a friend.

Second, he was drawn to grantees whose projects offered opportunities for collaboration—whether within institutes and universities, inter-organisationally, and internationally. From the encouragement of architectural choices that stimulated cross-pollination of people in atriums and “urban village” spaces; through scholarship programs that brought together minds from South Africa, the USA, Viet Nam and Australia; to grand capital projects that facilitated the union of multiple independent stakeholders, Feeney and Atlantic’s commitment to maximising the impact of its dollars meant capitalising on collaborative energies.

“Australia echoed Chuck’s experience in Ireland. It was a country of high intellectual capital and undervalued institutions, with creative leaders who deserved more opportunity. It was an investment value analysis: The upside was very good.”

Christopher G. Oechsli, president and CEO, The Atlantic Philanthropies

83%
vs.
33%

Comparison
of Atlantic’s
capital grants in
Australia versus
its grantmaking
worldwide

Third, Feeney’s Australian giving put the majority of its weight into bricks and mortar. Nurturing groundbreaking ideas meant first breaking ground, and partly because of Feeney’s success with government partnerships, and partly because of the entrepreneurial character of his giving in Australia, 83 per cent of Atlantic’s giving in Australia was invested in capital projects. By contrast, across the foundation’s international scope, capital projects make up only a third of the foundation’s grantmaking.

“For Chuck Feeney, the first calculation behind a major capital grant was almost never about architecture, but about talent and leadership,” says Atlantic commentator Tony Proscio in the 2014 book *Laying Foundations for Change: Capital Investments of The Atlantic Philanthropies*. “He viewed buildings as ways of expanding and solidifying the ambitions of brilliant people.”

“The buildings were a physical manifestation that spoke to people about what was possible—for the university, for the state and for the country,” says Emeritus Professor Ken Bowman, who worked with Atlantic to project-manage the construction of much of QUT’s Kelvin Grove campus. “Atlantic gave us all a chance to think bigger. To do things in a grand way.”

HALLMARKS OF ATLANTIC’S GIVING IN AUSTRALIA

Dedicated, effective visionaries — Advancing talent and leaders aching to make ambitious change within their field

Opportunities for collaboration and cross-pollination — Capitalising on multiple energies within institutions, inter-organisationally, and internationally for maximum impact

Capital projects — Nurturing groundbreaking ideas means first breaking ground; buildings showed possibility and stature

Partnership with government — Matching grants from both the state and the Commonwealth to show their depth of commitment for the long term

“Chuck loved good buildings,” says Alasdair McClintock, former director of UQ Property and Facilities. “We suddenly had these mega-bucks to work with, and could launch design competitions that really inspired the local architects. We were able to build award-winning masterpieces—both aesthetically and functionally outstanding buildings—while working with an unobtrusive and excited project partner. It was transformative for us all.”

“It’s probably a good thing that Chuck never wanted his name on the buildings he helped fund,” adds Dr Amanda Dines, executive director of the Royal Brisbane and Women’s Hospital. “With so many Chuck Feeney buildings and wings, Brisbane would be a very confusing place.”

When Feeney began to engage with fundraising and alumni development offices of Australian institutes and universities in the late 1990s, he discovered a culture of giving markedly different from what he knew in the United States.

Although John Howard’s Prime Minister’s Community Business Partnership would promise in 1999 to encourage private and workplace giving, and

the 2001 introduction of Prescribed Private Funds—vehicles for effective investment and giving of charitable funds now known as Private Ancillary Funds (PAFs)—was in its drafting stages, philanthropy in Australia was on a plateau of pre-adolescence: yet to adopt a collective voice or vision with any power to penetrate an apparent apathy for giving among Australia’s wealthiest.

“It [ACPNS] is a fabulous legacy. It’s just as important as all of Atlantic’s capital work here.”

SARAH DAVIES,
PHILANTHROPY
AUSTRALIA’S CEO

With experience of grantmaking to help build capacity in philanthropic activity in the U.S., Northern Ireland, Ireland and South Africa, Feeney and Atlantic also sought to stimulate giving in Australia.

In 2002, Atlantic invested \$750,000 over four years to support a new initiative at the Queensland University of Technology—the Australian Centre of Philanthropy and Nonprofit Studies (ACPNS). Professor Myles McGregor-Lowndes says that in conjunction with funding from the university, and support from two other private trusts, Atlantic’s grant made both the Centre, and his salary as its founding director, possible.

In 2008 and 2009, additional Atlantic grants to the ACPNS supported research into the barriers and incentives to major philanthropic gifts in Australia, and a “Modernising Charity Law” conference and subsequent book, which continues to inform philanthropy policymaking, both in Australia and internationally.

“Australians haven’t reached their giving peak, but I feel confident.”

Chuck Feeney on ABC’s “Lateline,” April 2011

Today, in addition to research that serves Australia’s philanthropic, social enterprise and nonprofit sectors, the ACPNS delivers graduate education in philanthropy and nonprofit studies to more than 60 students each year.

“It’s a fabulous legacy,” says current CEO of Philanthropy Australia, Sarah Davies, of Atlantic funding to create the ACPNS. “It’s just as important as all of Atlantic’s capital work here.”

Between 2001 and 2002, Atlantic also provided \$7 million in seed and support funding for an initiative of Ron Clarke’s—a public ancillary fund named The Centre for Encouragement of Philanthropy in Australia (CEPA)—aimed at increasing corporate giving.



Susan Callan (right) of Prenatal Research at The University of Queensland's Centre for Clinical Research consults with Katherine Montagu and her baby, Ruby, who were part of research in 2008 to provide early warning signs of fetal stress that could lead to stillbirths.

“CEPA was a dismal failure and it drifted away,” says Professor McGregor-Lowndes. Somewhat ahead of its time in targeting corporate responsibility in Australia, the project fell short of its hopes to rally investment, partly because it overlooked the need for organisations to receive recognition for their giving.

In 1999, philanthropy in Australia was on a plateau of pre-adolescence: yet to adopt a collective voice or vision with any power to penetrate an apparent apathy for giving among Australia’s wealthiest.

Following friction over two Queensland property developments in which Clarke was involved, and the revelation of his connection to Atlantic in two media interviews over 2001 and 2002, Feeney and Clarke similarly drifted apart.

“Ron was a long-distance solo runner,” Oechsli says on reflection. “He was accustomed to doing things his way, and ran off on his own.”

Atlantic withdrew its funding to CEPA soon after, and became a leading member of the national association, Philanthropy Australia.

When biographer Conor O’Clery’s book, *The Billionaire Who Wasn’t*, hit shelves in 2007, it was received as a “rollicking story of how, by stealth, an Irish-American obsessed by secrecy built a business empire and revolutionised philanthropy.” Chuck Feeney participated willingly in the project, hoping to further promote his Giving While Living message.

But a 2007–08 global financial crisis would soon rollick into the continued story of Chuck Feeney and The Atlantic Philanthropies, and would have unexpected outcomes for Feeney’s giving in Australia.

“The foundation had lost a fair bit of money in the market,” says Dr Dave Kennedy, head of Atlantic’s office in Sydney at the time. “And although it would eventually make back its losses, Chuck was starting to get really

frustrated that there weren't many other people in Australia putting in for bricks and mortar projects like his."

Kennedy, a university academic and member of the Cornell alumni network, became director of Australian philanthropic programs in 2007, and would help see Atlantic through its final five years of grantmaking in Australia. He was "the extrovert to Chuck's introvert," and established Atlantic's first and only Australian office in Sydney.

"I was looking to lessen Chuck's frustrations," Kennedy says. "And I had seen what happens when Chuck goes on the road: People responded to him. So I thought he could get out, meet people and promote philanthropy.

"That was the idea behind starting the Giving While Living Networks. We would meet with other philanthropists, help raise philanthropy in general in Australia, while helping Atlantic's grantees complete their campaigns. Given his private nature, it wasn't easy for Chuck, but it did have dramatic results," he adds.

In May 2008, Prime Minister Kevin Rudd hosted a dinner at The Lodge with Chuck and Helga Feeney, Kennedy and 17 high-wealth Australians.

"I will never forget that meeting," Rudd says. "We had a tableful of rich Australians, and Chuck, in his well-worn suit and well-worn shoes, regaling them with his fervent belief that giving all your money away before you go was the best course of action. ... It was great fun to watch their reactions to this interesting, mildly dishevelled man as he hammered his message home."

"I cannot think of a more personally rewarding and appropriate use of wealth than to give while one is living."

Chuck Feeney, in his 2011 commitment to The Giving Pledge

In the coming years, similar discreet gatherings were held with Governor General Quentin Bryce, and Prime Minister Julia Gillard—particularly in 2011, when budget cuts threatened the National Health and Medical Research Council.

Giving While Living Networks were short-lived, but they helped two major capital campaigns in Sydney and Hobart.

But the Giving While Living Networks, and the intention to put The Atlantic Philanthropies' weight behind major gift fundraising for partner institutes, began in earnest during the 2010–13 capital campaigns for two grantees: the Menzies Institute for Medical Research at the University of Tasmania and the National Centre for HIV Epidemiology and Clinical Research (now The Kirby Institute for infection and immunity in society) in Sydney.

In an effort to stimulate local giving, and to promote sustainability of organisational funding after Atlantic's planned closure, the foundation posed matching challenges to both organisations: Atlantic would give, if in-house fundraisers could meet matching targets. It tested the mettle of both institutes, but both were ultimately successful.

Atlantic in Australia

1992–2016

1982

The Atlantic Philanthropies is founded

1992

Feeney begins exploring investment opportunities in Australia; takes temporary flat in Brisbane

1993

Native Title Act establishes Indigenous people's land rights

1990–2010

Growth of biotechnology industry centred in Queensland and Victoria

1996–2007

John Howard becomes Prime Minister

1997

The New York Times reveals Feeney as major philanthropist

1998

Feeney meets Mayor Jim Soorley, UQ's John Hay and QIMR's Lawrie Powell

First grants to Australia (QIMR: \$20M and UQ: \$10M)

First funding partnership with Queensland Government, to support Smart State

2000

Grant to establish RMIT campus in Viet Nam

2001

Feeneys visit Tasmania

2001

Commonwealth of Australia celebrates its centenary

Establishes vehicles for effective investment and giving of charitable funds, known as Private Ancillary Funds (PAFs)

2000

Hosts Olympic Games in Sydney

1999

PM John Howard's Community Business Partnership encourages private and workplace giving

1998–2007

Queensland Premier Peter Beattie establishes Smart State campaign

2002

Atlantic Board agrees to end all grantmaking by 2016

Supports new Australian Centre of Philanthropy and Nonprofit Studies at QUT

“The fundamental pillar of Chuck’s fundraising philosophy is: ‘It’s *their* money,’” says Kennedy, referring to the potential donors being approached for contributions. “And you can never know what is happening in someone’s life: prostate cancer, divorce, in-laws If someone can’t give, then they can’t give. It’s their money. Stay friends. Live to fight another day.”

In Brisbane in 2011 and 2012, where Atlantic was working with the Queensland Institute of Medical Research and a grant of \$27.5 million to complete its newest building, Feeney and Kennedy had several meetings with Toowoomba property developer Clive Berghofer, a longtime supporter of QIMR, and one of Australia’s wealthiest people.

2007

Publication of Feeney biography, *The Billionaire Who Wasn't*

2008

Establishes office in Sydney

2009

Makes commitment of \$102.5 million to 3 Queensland universities and medical research institutes, including largest construction grant in Australia, to Translational Research Institute: \$50M

2010

Establish Giving While Living Networks in New South Wales and Tasmania

2012

Closes Australia office

2016

Last and largest grant to Australia, for Atlantic Fellows for Social Equity at The University of Melbourne: \$67M

2008

Government apologises for past wrongs committed against the Indigenous Australians

2007

Kevin Rudd becomes first Queensland elected PM since 1945; delivers apology to Indigenous Australians for “Stolen Generations”

Anna Bligh is sworn in as Queensland’s first female Premier

2006

Ian Frazer is named Australian of the Year

2005

Queenslander Frazer announces successful trials of world’s first vaccine for cervical cancer

2010

Julia Gillard becomes first female PM

2016

Linda Burney becomes the first Indigenous woman to be elected to Australia’s lower House of Parliament

Government’s bid to hold a referendum on same-sex marriage is narrowly defeated

Property
Developer Clive
Berghofer sets
a new bar with
his \$50 million
gift to QIMR.

“He doesn’t squander money, and he doesn’t show it around,” Berghofer says of his impressions of Feeney. “When his daughter was living in one of his houses, and the phone bill was getting too big, he went round and put a plan up on the wall of where the nearest public phone boxes were, and cut off her phone!” Berghofer laughs. “He’s very much a man after my own heart.”

In August 2013, a year after Atlantic had closed its Australian operations, Clive Berghofer gave \$50.1 million to QIMR, which renamed itself QIMR Berghofer Medical Research Institute.

It was the largest single donation given by a living Australian in the history of the nation, and set a new bar for Australian givers.

“For our final Australian grant Ultimately, it became clear that this would be an Aboriginal Australian lens: an opportunity to invest in health, equality and leadership in Australia’s Indigenous population . . . also to affect wider, concentric circles of communities . . . Indigenous populations of New Zealand and the Pacific—the whole region.”

Christopher G. Oechsli, president and CEO of The Atlantic Philanthropies

In 2012, The Atlantic Philanthropies marked the 30th anniversary of the foundation, as well as the beginning of a four-year plan to see it through its final years of grantmaking—a process that included the delicate winding down of its offices and employee community. The foundation’s small Australian office closed in July of 2012, and its three employees (two full-time and one part-time) moved on to other roles in Australian fundraising.

The Giving While Living Networks, while officially closing with the Australian program, left behind a clear message: “Donor bequeaths philanthropy template,” proclaimed the *Australian Financial Review* in announcing Feeney’s departure from Australia.

After one final visit to Brisbane in which Chuck and Helga Feeney helped open a memorial park in honour of their old friend Ken Fletcher, the couple returned permanently to their home in San Francisco, and the Atlantic Board shifted its focus onto the final phase of grantmaking: a “capstone to three decades of work, inspired by the commitment, values and generosity of Chuck Feeney.”

“For our final Australian grant, we were searching for an appropriate way to tie together the relationships and themes of the work Chuck had already done—particularly in health and education—with Atlantic’s global themes of addressing inequality, democracy and fairness in society,” says Oechli. “And to do this through a uniquely Australian lens.”

“Ultimately, it became clear that this would be an Aboriginal Australian lens: seeing, as we were, an opportunity to invest in health, equality and leadership in the context of Australia’s Indigenous population,” he says. “Here was an opportunity also to affect wider, concentric circles of communities beyond Australia: Indigenous populations of New Zealand and the Pacific—the whole region.”

In October 2016, The Atlantic Philanthropies announced its last and largest Australian grant: \$67 million to The University of Melbourne to create an Australian Atlantic Fellows Program.

“We’re looking at how we might repair some of our most significant wounds—wounds on our national psyche—from a truly Australian perspective.”

Professor Jim McCluskey, deputy vice-chancellor (Research), University of Melbourne

Every year for 20 years, the university will offer 20 to 25 outstanding mid-career Australians a yearlong development program to build their leadership capacity and skills for effective and innovative social change. Improving health and well-being of Indigenous communities will be the focus of the collaborative program, with equity, human rights and sustainability forming a framework for the curriculum.

The global Atlantic Fellows and Atlantic Institute are the first, and only, initiatives in the foundation's 35-year history to ever carry the Atlantic name.

“We’re going to see a network of scholars, thinkers and professionals from across different disciplines—across government, nonprofit, commercial and research boundaries, Indigenous and non-Indigenous change-makers—coming together in a new way,” says Professor Jim McCluskey, deputy vice-chancellor (Research), University of Melbourne. “The Australian Atlantic Fellows program will be nothing like anything you will find at Harvard or Cambridge or in any other white Anglo framework.”

Partners in the program include the University of Auckland, Queensland University of Technology, Business Council of Australia, Jawun and Brotherhood of St Laurence, with support from the Australian Government.

“We’re looking at how we might repair some of our most significant wounds—wounds on our national psyche—from a truly Australian perspective,” McCluskey says.

Each cohort of Australian Atlantic Fellows will be nurtured within a global alumni network of interconnected Atlantic Fellows, and united over the course of their careers through a newly established Atlantic Institute, based in Oxford, UK, and operated by the Rhodes Trust.

ATLANTIC FELLOWS FOR SOCIAL EQUITY

\$67 million The University of Melbourne to cultivate Australian social-change leaders

20 years | **20-25** participants annually in a yearlong program to build leadership capacity and skills for social change

PARTNERS WITH THE UNIVERSITY OF MELBOURNE

- University of Auckland
- Queensland University of Technology
- Business Council of Australia
- Jawun
- Brotherhood of St Laurence
- Support from the Australian Government

The Atlantic Philanthropies are investing more than US\$600 million in their global Atlantic Fellows and Atlantic Institute initiatives, marking the largest collective investment of the foundation's 35-year history. It is the first, and only, foundation initiative to ever carry the Atlantic name.

“There’s a phrase which Chuck uses, that Chris Oechsli often echoes,” McCluskey says. “They ask: ‘What is the highest and the best use of Atlantic’s remaining funds?’ The highest and the best: The Australian Atlantic Fellows are our answer to this.”

The Fellows Program will stand for the next two decades as representative of Atlantic’s Australian grantmaking legacy, as a beacon for leadership for future generations, and, as a reminder that from the riverside of sunny Brisbane, a quiet Irish-American businessman once saw in Australians a latent potential worth investing in.

“In our final year of grantmaking, we are making the largest philanthropic investment ever,” Oechsli says. “In people.”



Grantee Profiles | Australia

Professor Melissa Little (left), now director of Kidney Development Laboratory at Murdoch Childrens Research Institute in Melbourne, works with a former colleague in the Renal Development, Genes and Regeneration Lab at the Institute for Molecular Bioscience at The University of Queensland in 2008.



“Chuck got a lot of locals off their bums, quite frankly. Eventually people started to realise that we actually do have brainpower here. ‘*We can* do this.’”

In Brisbane, students visit a Translational Research Institute science laboratory as part of its effort to provide young people the vision for future careers.

Rob Borbidge, premier of Queensland, 1996–1998

The University of Queensland

BRISBANE

Over 10 years of The University of Queensland’s partnership with The Atlantic Philanthropies under Vice-Chancellor John Hay, six capital projects—four research institutes, a student graduation hall and an art museum conversion—transformed not only the university’s St Lucia campus, but the contours of Australia’s scientific landscape.

“I often wonder where the University would be if Jim Soorley hadn’t introduced Professor Hay to Chuck,” says Alasdair McClintock, former director of UQ Property and Facilities. “As a result of this, we had a decade of busy but wonderful years. I make no excuse for calling them ‘The Hay Days,’ as that is what they were.”

51,070 Total enrollment as of February 2017
13,337 international students | **141** countries

“Atlantic’s funding not only allowed us to attract people to Queensland who otherwise would not have come,” says current Vice-Chancellor and President, Professor Peter Høj. “It allowed us to retain people who otherwise would have left. And it gave us the global visibility to collaborate with the very best in the world.”

“What have we got to show for it?” is a common challenge that Chuck poses to us. Have we made good use of the money? Can our grantees make a difference — a lasting difference?”

CHRISTOPHER
G. OECHSLI,
PRESIDENT AND
CEO, THE ATLANTIC
PHILANTHROPIES

More than 13,000 international students from 141 countries now make up over a quarter of its student body. Research from UQ’s Atlantic co-funded institutes is contributing to global advances in understanding cancer, dementia, environmental pollution, obesity and superbugs.

“We haven’t forgotten the dream,” Høj says. “The biggest accolade we can give Atlantic is to actually deliver on the vision they believed in.”

FEATURED GRANTS

1998–1999	\$10 million to support creation of the Institute of Molecular Bioscience
2000–2001	\$10 million towards construction of The University of Queensland Centre multipurpose hall
2001–2002	\$5 million to convert Mayne Hall for re-use as the Art Museum and to establish a National Collection of Self-Portraits
2001–2005	\$17.5 million to help establish the Australian Institute for Bioengineering and Nanotechnology
2004–2006	\$20 million towards the creation of the Queensland Brain Institute
2005–2007	\$20 million toward development of the Centre for Clinical Research

GIVING TO ATTRACT BRIGHT MINDS

Dr Nathan Palpant, head of the Stem Cells and Cardiovascular Development Lab at The University of Queensland’s Institute of Molecular Bioscience (IMB), has been in sunny Brisbane for a short time, but already he is recruiting team members to follow him from the University of Washington.

“The U.S. universities where I’ve carried out my research training don’t have nearly the kind of equipment and infrastructure support that we have here at the IMB,” he says. “To me, that’s why the institute performs so well internationally.”

Palpant and his team explore “cell fate decisions,” uncovering how cells navigate development in order to form the heart—and how they might be genetically manipulated to regenerate after a heart injury, rather than form a non-functional scar.



Dr Nathan Palpant, head of the Stem Cells and Cardiovascular Development Lab at UQ's Institute of Molecular Bioscience, is helping to lead the stem cell revolution.

Dr Palpant also has interests in bioethics. His two books, *Human Dignity in Bioethics* and *Suffering and Bioethics*—co-written while raising a young family and contributing to a stem cell revolution—are stacked in piles beneath his standing desk in preparation for a lecture he is giving across campus.

“Fifteen years ago, Queensland was the butt of jokes in the science industry, but no one is joking now. If you want to study neuroscience, this is the place to come.”

Professor Pankaj Sah, director, Queensland Brain Institute, as quoted in Brisbane’s *Courier Mail*, March 2016.

“We often struggle to know how technology should or should not change our value systems,” he says. “Advances in medicine and technology hold such potential to alleviate suffering. At the same time, we often forget that it is those things in life we most value for which we willingly risk the greatest suffering. For example, our children and family relationships: How do we protect our values and ideals while recognising the good that comes from advances in biomedicine and technology? These are some of the questions I’ve brought forward in these books.”

Palpant says that Brisbane is already paying off personally on its promise of quality of life, beaches and ride-to-work culture. “And my daughter has already got a Grade Two Student of the Month Award at her new school,” he beams.

AN ART MUSEUM INTEGRATED INTO A UNIVERSITY

The University of Queensland’s architecturally acclaimed James and Mary Emelia Mayne Centre renovation and the resulting Art Museum was an inspired play by Professor John Hay and Chuck Feeney, in that it also launched a National Self-Portrait Collection of Australia—an idea that Feeney modelled on a similar collection at the University of Limerick in the Republic of Ireland.

To stimulate new additions to the collection, an invitation-only biennial National Artists’ Self-Portrait Prize was launched in 2007; and the Prize has since attracted Australian artists such as Ben Quilty, Jacqueline Bradley and

The National Artists’ Self Portraits are autobiographical and psychological; they are not a collection of artists’ heads.

Nell, whose 2013 award-winning submission “Summer” was a series of videos in which she hacked at a giant fly—a former artwork of her own—with a cricket bat. “This is no collection of artists’ heads,” says Director Campbell Gray. “It is more autobiographical and psychological than that.”

The Art Museum’s integration with other university faculties is what keeps it relevant, Campbell says. A 2016 public panel discussion, “The art or science of learning?,” brought together the Self-Portrait Collection, the Queensland Brain Institute and the UQ Faculty of Education to wrestle with epistemology and art.

“Every student at this university should leave thinking more carefully not only about the value of their discipline, but about the value of their own place in society,” Gray says. “That is what we are hoping to achieve here.”

QIMR Berghofer Medical Research Institute

BRISBANE AND ALICE SPRINGS

“We weren’t the biggest institute; we weren’t the oldest, or even the surest bet,” says Professor Frank Gannon, director and CEO of QIMR Berghofer Medical Research Institute. “But Chuck likes his underdogs.”

“One of the most important outcomes of new infrastructure for researchers is their ability to boast access to state-of-the-art facilities on grant applications. It makes you that much more competitive.”

Professor Adele Green, senior QIMR Berghofer scientist

The \$20 million from Atlantic in 1998 helped to double QIMR’s leg room and provided critical facilities for its swiftly expanding cell-based cancer therapy studies. In 2012, under the leadership of Professor Gannon, a 15-storey third tower—funded by Atlantic and the Queensland and Commonwealth

QIMR Berghofer is proud to be an Aussie institution at which Chuck Feeney made a rare public appearance in 2012. “They told me that all I’d have to do is... cut a ribbon,” Feeney said, pulling scissors out of his pocket.



QIMR Professor Rajiv Khanna is at the forefront of potentially lifesaving cancer research using patient's own cells.

Governments—pushed the QIMR name even higher on the skyline, creating capacity for an additional 400 scientists, a new mental health division, expansion of the Aboriginal and Torres Strait islander health activities, and a high school research lab for visiting students.

“One of the least mentioned but most important outcomes of new infrastructure for researchers is their ability to boast access to state-of-the-art facilities on grant applications,” says Professor Adele Green, the senior QIMR Berghofer scientist who helped stamp the “Slip, Slop, Slap” campaign on Australia’s collective conscience, and contributed to a reduction in skin cancer.

FEATURED GRANTS

1998–1999	\$20 million towards construction of the now Clive Berghofer Cancer Research Centre
2002–2004	\$3.4 million to support the establishment of a Cell-Based Cancer Therapy Centre
2006	\$6 million for clinical research to develop and test novel biotherapies on cancer and related diseases
2009–2013	\$27.5 million for construction of the Smart State Medical Research Centre (now QIMR Berghofer Central)

GIVING GROWTH

Professor Rajiv Khanna has spent more than 26 years in his lab coat at QIMR Berghofer, but he still talks about the discoveries cultivated at the institute with wild hand gestures and a smile that barely contains school-boy laughter.

“They’re not drugs!” he exclaims of the immunotherapy cancer vaccines being developed by his team. “They’re a patient’s own cells!”

QIMR Berghofer has built on its Epstein-Barr virus expertise to become a world leader in the field of T-cell immunotherapies—growing and training patients’ “killer T-cells” in the lab to be re-injected and attack their own cancers.

Atlantic’s early grantmaking came at a tipping point for Khanna and his team. Equipped with new facilities in which to manufacture their cell therapies, QIMR Berghofer’s clinical trials show great promise for the future of cancer management, and international investors are paying more than attention. In 2015, NASDAQ-listed Atara Biotherapeutics began working with the QIMR

Atara Biotherapeutics is making T-cell therapies more widely accessible, opening “a new world in cancer treatment: big big big!”

RAJIV KHANNA
QIMR PROFESSOR

Berghofer–developed technology to see T-cell therapies made more widely accessible—a move that Khanna says will open “a whole new world in cancer treatment: big big big!”

The technology will also be explored for a vaccine for cytomegalovirus (CMV), the leading infectious cause of abnormalities in newborn babies. The U.S. National Vaccine Advisory Committee has estimated that such a vaccine has the potential to save US\$4 billion in health costs each year.

Despite colleagues ribbing him for moving his career to “the Outback” when joining QIMR from Adelaide in the late 1980s, Khanna says that he and his wife, Kum Kum (also a distinguished QIMR Berghofer professor), have never thought of moving on. “Brisbane has grown, QIMR has grown. Of course we stayed here,” he says. “It was too much fun.”

Baker Heart and Diabetes Institute

MELBOURNE

In 1998, when then Director John Funder and Deputy Director Garry Jennings, both of the Baker Heart Research Institute (now the Baker Heart and Diabetes Institute), were hunting for investment to support a new site for their institute, Ron Clarke—Jennings’ patient—introduced his mysterious American friend.

“It was a godsend,” Funder says. “The Baker building wouldn’t have existed without Chuck Feeney and Atlantic.”

The Atlantic Philanthropies granted a total of \$33 million for the Baker to establish its flagship institute on Melbourne’s Alfred Hospital campus, alongside Alfred Health, the Burnet Institute and Monash University—forming an academic and collaborative cluster now known as the Alfred Medical Research and Education Precinct.

Baker’s expansion brought the first medical research institute to remote communities in Central Australia.

In 2008, the Baker merged with the International Diabetes Institute, and as the new Baker Heart and Diabetes Institute has since performed outstanding basic, clinical, public and global health research to advance knowledge, prevention and treatments for heart disease and diabetes. It has specialist clinical services on campus and beyond and has launched far-reaching health initiatives into the community that include “Rise & Recharge” and the *CSIRO and Baker IDI Diabetes Diet and Lifestyle Plan*.

“Aboriginal people suffer greatly from heart disease and diabetes.”

GARRY JENNINGS,
FORMER DEPUTY
DIRECTOR OF BAKER
HEART RESEARCH
INSTITUTE

“I knew I wanted to do something useful and give back to my people. I hadn’t realised how great an impact poverty is having on health outcomes for Aboriginal people.”

Ricky Mentha, Indigenous research fellow at Baker Heart and Diabetes Institute Central Australia

Of all the outcomes of the additional capacity and collaboration opportunities granted to the Baker through its new building, it is the institute’s research in remote Australian communities that Jennings believes best represents what Chuck Feeney was hoping to achieve with Atlantic’s support. In 2007, the Baker opened its doors in Alice Springs and became the second health and medical research institute in the Northern Territory, and the first in Central Australia.

“None of our on-the-ground work in Alice Springs would be possible if we were still in capital fundraising mode,” Jennings says. “Chuck wanted to see people most at disadvantage benefit from our growth and learning, and Aboriginal people suffer greatly from heart disease and diabetes.”

FEATURED GRANTS

1999–2001 \$13 million towards Phase One and \$20 million for Phase Two of construction for the Institute



Ricky Mentha, Indigenous research fellow and capacity development coordinator at the Baker Heart and Diabetes Institute Central Australia, helps Indigenous Territorians navigate health care options.

GIVING REACH

Ricky Mentha is a member of the Gippsland Kurnai people, and an Indigenous research fellow and capacity development coordinator at Baker Heart and Diabetes Institute Central Australia in Alice Springs. His primary research interests include circulatory system disease, and the mental health and well-being of Indigenous Australians. Among Mentha's work in the Alice is his paper, *Bringing our voices into the research world: Lessons from the Kanyini Vascular Collaboration*.

"We were worried about research being done to Indigenous people without their consent or apparent benefit to them," Mentha says of the project. "We began to understand that the ability of Indigenous people to navigate care pathways is limited by language, different world views, social position and understanding of the severity of the complications relating to chronic diseases."

Outcomes of the study have included the development, with local Indigenous language speakers, of a DVD for use as part of the informed consent process when recruiting Aboriginal research participants from Central Australia. The recruits will take part in a Baker clinical trial of a combination polypill of heart medications.

"Just by asking around and engaging people in making the DVD, they heard about the polypill," Mentha says. "People seem excited about the potential of cutting down on their medications, so word has spread throughout the community."

"I knew I wanted to do something useful and give back to my people," he says of his work. "I hadn't realised how great an impact poverty is having on health outcomes for Aboriginal people."

"Chuck's example has caused me to fly economy. He is five inches shorter and four stone lighter than me, but when I'm uncomfortable it's always a consolation to think that Chuck did this and he didn't complain."

PROFESSOR JOHN
FUNDER, FORMER
DIRECTOR OF BAKER
HEART RESEARCH
INSTITUTE

The University of Melbourne

MELBOURNE

Applauded as a space that “liberates science tribes from their territorial and hierarchical inhibitions,” Melbourne’s Bio21 Molecular Science and Biotechnology Institute was an experiment with three aims, say former Directors Professors Dick Wettenhall and Tony Bacic: To create a collaborative space for multidisciplinary research in biomedical, agricultural and environmental biotechnology; to strengthen Victoria’s engagement with the biotech industry; and to nurture the best and brightest young Australians into careers in science.

BIO21 MOLECULAR SCIENCE AND BIOTECHNOLOGY INSTITUTE

600 researchers **9** departments **3** faculties

BENEFITS OF FACILITY

Biotech industry incubator
Nuclear magnetic resonance
Imaging and mass spectrometry platforms
CSL — country’s largest biopharma company

RANGE OF RESEARCH ACHIEVEMENTS

Replacement materials for silicon in solar cells
Pesticide reduction for crop control
Understanding brain disorders
Preparation of future researchers

As part of an innovative “school to bench to workplace” philosophy, the Elizabeth Blackburn School of Sciences is next door to Bio21, offering students unique future career insights.

Today, cosied up together in the award-winning building are more than 600 researchers from across nine University of Melbourne departments and three faculties; a biotech industry incubator; an arsenal of nuclear magnetic resonance, imaging and mass spectrometry platforms; and CSL — Australia’s largest biopharma company. Research achievements range widely from the development of new replacement materials for silicon used in solar cells, to reductions in the need for pesticides in crop insect control, to understanding brain disorders.

“But I think we’re mostly proud of what the institute is doing for students,” Bacic says of Bio21’s multi-tiered connection to Australia’s scientific



Professor Leann Tilley, Australian Research Council Laureate Fellow and laboratory head at the Bio21 Institute, and PhD candidate Jess Bridgford are making progress on controlling malaria. UNICEF says the disease is responsible for more than one million deaths worldwide a year.

future. In 2014, the government-funded Elizabeth Blackburn School of Sciences—where secondary school students complete years 11 and 12—was built next door to the institute as part of a “school to bench to workplace” philosophy. “We want to show them that building skills in science can mean great jobs,” Bacic says. “And some of Australia’s greatest scientists are working right here, beside them.”

FEATURED GRANT

2000–2004 \$30 million to help create the Bio21 Molecular Science and
Biotechnology Institute

GIVING LEADERSHIP

Growing up in rural Victoria with three brothers and a chemistry set, Professor Leann Tilley knew at the age of 10 that she wanted to be a chemist in the day, and a ballet dancer at night. Today she is a Redmond Barry Distinguished Professor of Biochemistry and Molecular Biology. (The dance career is on hold for now.)

Drawn to the instrumentation available at Bio21 (“and the people of course, but particularly the instruments”), Tilley came to the institute to continue her part in the global effort to understand and control malaria. “The rise of drug-resistant malaria in Asia is an increasing problem,” she says. “And I think Australia as a mature, developed nation has an obligation to try to help its regional neighbours.”

An Australian Research Council Laureate Fellow, Tilley is also an ambassador for women in science.

“I had a lot of options, but Leann was what led me to choose Bio21 for my PhD,” says 27-year-old scientist, Jess Bridgford, who narrowly chose science over graphic design for her career. “I liked the idea of having a female supervisor to be my mentor, and Leann’s very passionate about malaria. It is noticeable to me already that women seem to have to work twice as hard to get ahead in science. I’m not only learning from Leann how to succeed, but about how to succeed as a woman in science. There’s an important difference.”

“Women seem to have to work twice as hard in science. I’m not only learning from Leann how to succeed, but about how to succeed as a woman in science. There’s an important difference.”

JESS BRIDGFORD,
UM PhD CANDIDATE

Walter and Eliza Hall Institute of Medical Research

MELBOURNE

Australia's oldest research institute at 102 years old, Melbourne's Walter and Eliza Hall Institute of Medical Research (WEHI) was built with not only the sweat of Australia's gifted scientific pioneers but also the deep pockets of a generous philanthropic community.

"The Institute has partnered with philanthropists from day one," says Professor Doug Hilton, director and 30-year WEHI veteran. "It was established with a gift from Eliza Hall in memory of her husband, Walter; and we continue to have a relationship with our founding donor, the Walter and Eliza Hall Trust.

OUTCOMES OF ATLANTIC SUPPORT

500 additional staff

Biomathematics, structural biology and proteomics facilities

Advances in research on malaria, immunity, diabetes and cancers

Breakthrough drug development to fight leukaemia

"In 2009, I stood at the edge of a hole in the ground where our newest Atlantic building would rise, and knew we were being offered an opportunity to make the significant discoveries of the coming decades. Former directors Gus Nossal and Sue Cory had grown great things through their relationship with Chuck, and a lot of people had worked hard to see the WEHI become what it is. Now it was my role to realise the potential offered by this fantastic expanded facility," says Hilton.

WEHI's Atlantic-funded buildings and extensions gifted the institute room for more than 500 new staff; sophisticated mouse-breeding facilities; and biomathematics, structural biology and proteomics facilities that attracted some of the world's best researchers to Melbourne. Today, the institute's advances in understanding malaria, immunity, diabetes and cancers keep it

at the leading edge of international research. WEHI's most recent success in drug development to fight leukaemia is only one example of outcomes that would not have been possible without Atlantic's funding, says Professor Suzanne Cory, former director of WEHI.

“We needed to bring people into our family—connect them with our researchers, explain our science in language that they understood—to create a relationship that goes beyond money. This was Chuck’s way, and it should be our way too.”

Professor Doug Hilton, director of WEHI

The involvement with The Atlantic Philanthropies, and inspiration from Chuck Feeney, encouraged Hilton to enhance the Institute's engagement with its broader community. Its 2011 public campaign to government, “Discoveries Need Dollars,” highlighted the importance of “sharing our story,” Hilton says.

“We weren't explaining what it was that we did, or how we were justifying the public's trust,” he says. “We needed to bring people into our family—connect them with our researchers, explain our science in language that they understood—to create a relationship that goes beyond money. This was Chuck’s way, and it should be our way too.”

WEHI's 2015 centenary celebrations opened the Institute up to its community through tours, lectures and outreach events, and shed new light—literally as the Parkville building was bathed in illumination art—on the significance of 100 years of science and contributions to society.

“The work shows what we know in a way that's accessible, without any embellishment, and without the incomprehensible technical language and jargon that goes with science.”

Drew Berry, chief animator, University of Melbourne



The New York Times calls Drew Berry “the Steven Spielberg of molecular animation.” This cell biologist and animation artist uses his diverse background to make science more accessible through WEHI’s popular *Illuminarium*.

Berry's animated audiovisual installations are Willy Wonka-esque rides through the molecular landscapes of cells and diseases. An average of 100 research papers per frame inform his work.

The Atlantic Philanthropies also started a welcome trend: Its name now keeps global company on the institute donor list among the Bill & Melinda Gates Foundation, the Howard Hughes Medical Institute and the World Health Organization.

FEATURED GRANTS

2000–2001	\$12.1 million to help develop the Bundoora Biotechnology Centre
2002	\$7.9 million to refurbish existing Parkville facilities
2006–2011	\$30 million to upgrade the east wing and to add the west wing of the Parkville campus

GIVING A STORYBOARD

Every Wednesday afternoon at Melbourne's Walter and Eliza Hall Institute, visitors are chaperoned through the Institute's impressive Parkville campus for a public tour. Groups learn WEHI history as they move through the Discovery Timeline Tunnel, and listen as enthusiastic junior scientists give lab demonstrations of their current work, but it is Drew Berry's on-screen biomedical animations—also enjoyed by hundreds of thousands of online viewers—that really hit visitors between the eyes.

Berry's animated films and audiovisual installations are Willy Wonka-esque rides through the molecular landscapes of cells and diseases. True to both scale and speed, if his Emmy and British Academy of Film and Television Association award-winning creations were not widely acclaimed for their data-based scientific accuracy (informed by an average of 100 research papers per frame), they'd be the stuff of dreams.

A trained cell biologist and microscopist, Berry had a childhood fascination with horror films, computer graphics and the deep-sea adventures of Jacques Cousteau that outgunned his early career as a researcher. His role as head of WEHI TV has incubated an artist that *The New York Times* describes as the "Steven Spielberg of molecular animation."

"The work tries to show what we know in a way that's accessible, without any embellishment, and without the incomprehensible technical language and jargon that goes with science," Berry says.

As tour guests exit the WEHI building into the night, they pass beneath the *Illuminarium*, a revolving light installation of Berry's that reaches six storeys high and blankets the building in images of medical research data—a spectacle of colour and motion for the delight of passersby.

“Science *is* inherently beautiful,” Berry says. “We want people to see this for themselves.”

Royal Brisbane and Women's Hospital

BRISBANE

Win those days, stroke units were an entirely new concept,” says Dr Rob Henderson of the opening of Queensland's first dedicated stroke-specific facility in 2000. “It really put us on the cutting edge.”

The Atlantic Philanthropies' grants to the Royal Brisbane Women's Hospital (RBWH) Acute Stroke Unit were “done properly,” he adds. “The money allowed stroke neurologist Dr Stephen Read to employ dedicated research nurses and properly fund allied health positions across occupational therapy, physical therapy, speech therapy and dietetics, as well as research staff. It also allowed us to attract neurologists from around the world, some of whom have gone on to become quite special. One example is Dr Jeyaraj Durai Pandian, now a leader in stroke care in Asia, and a professor of stroke at Christian Medical College, Ludhiana, India. Jeyaraj was also a RBWH Stroke Fellow, funded by The Atlantic Philanthropies.”

The confluence of neurology expertise in the Royal Brisbane and Women's Hospital flowed on to raise the research profiles of other conditions, such as motor neurone disease and movement disorders, and to stimulate connections between hospital clinicians and researchers at UQ's Queensland Brain Institute.

“We certainly got better at treating acute stroke,” Henderson says. “And we've gotten better at identifying stroke risk factors and preventing strokes.” Between 1997 and 2009, incidents of stroke in Australia fell by 25 per cent,

25%

drop in incidents
of stroke in
Australia from
1997 to 2009



Royal Brisbane and Women's Hospital had the only acute stroke unit in Queensland in 2000. Today, there are more than 95 acute stroke units throughout the country. Fred Hirsch of Central Queensland works with physiotherapist Bernadette Bryant on rehabilitation treatment.

and by 2017, there were 95 dedicated stroke units across Australian public hospitals, according to the country's Stroke Association.

"The unit is quieter these days," Henderson says. "This is a profoundly good thing."

FEATURED GRANTS

2000–2005	\$5 million for the construction of a stroke unit
2006	\$1.5 million in two grants, to extend stroke research and treatment

Queensland University of Technology

BRISBANE

"Chuck loves students," says Professor Peter Coaldrake, vice-chancellor of QUT. "He loves relentlessly ambitious institutions, and he believes that social equity and excellence can sit comfortably alongside one another. You only get one Chuck Feeney in a lifetime, and he was ours."

The three QUT buildings funded by The Atlantic Philanthropies are literal cornerstones of one of QUT's core priorities: to build its sense of community. They are affectionately known as IHBI (pronounced "Ibby"), 44 Musk and The Cube building.

Each of the Atlantic buildings stimulates a conflux of people, where students, researchers and members of the public slip into eddies of recreation and thinking: The open-plan IHBI (Institute of Health and Biomedical Innovation) building pools scientists and students above the Kelvin Grove shopping and student living suburb; 44 Musk (The Centre for Physical Activity, Health and Clinical Education) provides locals with a bank, health clinics, an aquatic centre and Kamil's Kebabs.

Visitors populate QUT's Kelvin Grove's 44 Musk building: Kids learning to swim, mums donating blood, granddads getting eye exams — all inform QUT's research for community health services.



Inaugural curator of The Cube's public programs, Jacina Leong, says Cube programs encourage students to explore pressing challenges of the 21st century.

The Gardens Point Science and Engineering Centre offers a learning space for the whole community as it is home to The Cube, one of the world's largest interactive digital display systems. At the Gardens Point campus, walkers spill from the Centre to Brisbane's riverside into its Botanical Gardens.

"Chuck loved the idea of an urban village," Coaldrake says. "He'd sit around on campus for hours, watching people enjoy it."

"We explore three environments: the natural, the built and the virtual. And where are all the problems—and solutions—of the next 30 to 50 years going to come from? From the interface of these three spaces."

Ian Mackinnon, former executive director, QUT's Institute for Future Environments

Also inspired by Feeney is QUT's Learning Potential Fund, a perpetual scholarship fund, created to give motivated students from tough backgrounds a leg-up. With more than 700 staff donors, and a corpus of nearly \$50 million in mid-2017, its pot is growing towards a target of \$100 million by 2019. QUT has pledged to match every donation to the Fund, dollar for dollar. "Yep," Coaldrake says. "We nicked that from Chuck too."

QUT's IHBI research incubator has helped provide models for a 3D-printed ear, a UN-adopted driving simulator to reduce road fatalities, and a leading prototype for the world's first mechanical heart.

FEATURED GRANTS

2001–2005	\$22.5 million for creation of the Institute of Health and Biomedical Innovation
2002–2006	\$750,000 to support the establishment of the Australian Centre for Philanthropy and Nonprofit Studies
2005–2008	\$20 million for construction of the Centre for Physical Activity, Health and Clinical Education
2009–2013	\$25 million for the development of the Science and Engineering Centre

GIVING COMMUNITY

On the rooftop patio of QUT's Science and Engineering Centre, overlooking Brisbane's Botanical Gardens, locals sip chardonnay and discuss the week's Grand Challenge Public Lecture under the shade of arching solar panel "trees" that power the building.

A floor below, education undergraduates prepare for the next FIRST® LEGO® League challenge, which will hand awards to a creative selection of 500 Queensland school students for “perseverance” and “gracious professionalism,” as well as for strategy and mechanical design in programming robots to solve real world problems.

“The students [who participate in Cube programs] take away the knowledge that they... can create. That they’re much smarter than they think they are.”

Cathy Forbes, former principal of Watson Road State School

In the labs down the hall, academics tinker with mass spectrometers and analyse trace elements in fruit flies to better understand crop sustainability; while on the ground, central floor, families on Brisbane city walking tours marvel at two-storey-tall motion-responsive dinosaurs on the building’s interactive digital Cube—a massive, programmable touchscreen—before stepping down into the basement for a superfruit smoothie and a swim.

“People in the village look up and see the researchers at work. The people inside look out and connect with the village—it’s a place for integrating, connecting, collaborating.”

EMERITUS
PROFESSOR
KEN BOWMAN, QUT

“The philosophy behind this place—the building and the institute that was designed around it—is easy for people to understand,” says Professor Ian Mackinnon, former executive director of the Institute for Future Environments. “We explore three environments: the natural, the built and the virtual. And where are all the problems—and solutions—of the next 30 to 50 years going to come from? From the interface of these three spaces.”

“It’s core to our philosophy that there is never just one answer to any challenge,” says Jacina Leong, a long-time curator of The Cube’s public programs and champion for QUT’s STEAM framework, which injects the arts into science and tech learning. During Cube programs, students work to design age-friendly cities, robots for space and libraries of the future.

“The students take away the knowledge that they can do something different,” says Cathy Forbes, former principal of Watson Road State School, whose pupils attend Cube programs. “That they can create. That they’re much smarter than they think they are.”

The Royal Children's Hospital Foundation and Murdoch Childrens Research Institute

MELBOURNE

When I arrived in 2013, I walked in and knew instantly that we could do so much here with a clinical trials centre,” says Professor Kathryn North, director of the Murdoch Childrens Research Institute (MCRI), of the 10-storey Atlantic-funded facility she inherited in 2013. “It would be a seamless space between the hospital and the Institute—a one-stop shop—where researchers could access patients, and families and clinicians could access the most cutting-edge treatments for their children.”

Murdoch Childrens Research Institute has grown from 650 to more than 1,500 researchers, making it the largest child health research facility in Australia.

“It seems so obvious now, but 15 years ago it was a novel idea to combine lab research with public health initiatives,” says Professor Bob Williamson, the man with the vision that caught the attention of, and a pledge of \$25 million from, The Atlantic Philanthropies in 2002. “We wanted to understand the interaction of genes and the environment, and what this meant for children’s health.

“With Atlantic behind us, it was not a hard sell to government,” Williamson says. With matching funds from the Victorian and Commonwealth Governments, MCRI constructed its new launchpad, from which it has made leaps in understanding pneumonia, sleep, cancer, rotavirus, obesity, allergies and diabetes, among a host of other childhood conditions—and under North’s leadership, created a world-class paediatrics trials centre. The Institute’s people-power has more than doubled since 2002—from 650 to 1,500 researchers—making it Australia’s largest child health research institute.

FEATURED GRANT

2002–2005 \$25 million for the construction of a purpose-built research and training hospital



Phoebe Haig (left) is one of many young people diagnosed with a peanut allergy. Thanks to work from Professor Mimi Tang's trial, she lives without the threat of anaphylaxis.

GIVING PEACE OF MIND

“When I was a baby, I licked some peanut butter off a cracker,” says 16-year-old Phoebe Haig of the day her family discovered their infant’s allergy to peanuts. “My face swelled up. My breathing changed. I became very unwell.”

That day triggered Phoebe’s first visit to the Royal Children’s Hospital in Melbourne. As she grew, Phoebe learned to read ingredient lists on all foods, and carried an EpiPen to school each day. Like the approximately 9,000 young people diagnosed with peanut allergies each year in Australia, she learned to tread carefully at parties, events and school camps. Peanut allergy is more likely to result in death than any other reaction to food.

“Then mum heard about Professor Tang’s trial,” she says.

Over an 18-month period, Phoebe was fed a unique probiotic, together with an increasing amount of peanut protein, in a clinical trial conducted by Professor Mimi Tang of Murdoch Childrens Institute. Released in February 2015, the study’s findings made international headlines. More than 18 months after the completion of the study, over half of the original participants in the trial live without the shadow of anaphylaxis over their shoulders.

The research was so successful that a multimillion-dollar trial involving more than 200 children across Perth, Adelaide and Melbourne is now underway, with a view to commercialising the treatment and ultimately delivering it to children across Australia and the world.

“It is just a wonderful feeling that we have made a difference, finally,” Professor Tang says. “That’s what medical research is all about.”

An expanded trial involving more than 200 Australian children is underway, with hopes of commercialising the treatment.



Dr. Costan Magnussen's work dives into the childhood origins of adult cardiovascular disease. He is a competitive athlete and a researcher at the Menzies.

Menzies Institute for Medical Research

HOBART, TASMANIA

Ask any Hobart cabby to take you to “the Menzies,” and they’ll know exactly where you’re headed.

Housed in the University of Tasmania’s microscopy-inspired honeycomb Medical Science Precinct in Hobart’s central business district, the 28-year-old research institute is literally a Tasmanian icon—it was listed as such by Premier Jim Bacon in the year 2000, alongside the Tasmanian Symphony Orchestra and the Tasmanian cricket team.

A contributor to the global understanding of a wide range of diseases—including arthritis, multiple sclerosis, heart disease, obesity, dementia, malaria and the sudden infant death syndrome on which Professor Terry Dwyer launched it—the institute is co-located with the University of Tasmania’s Faculty of Health, including the School of Medicine, and has grown in staff and scientists by an average of 40 per cent every year for the last 15 years.

“But if Atlantic hadn’t got the ball rolling,” says former director, Professor Tom Marwick, “the Menzies never would have become what it is.”

FEATURED GRANTS

2003–2007	\$7.5 million for the construction of Medical Science 1 building
2010–2013	\$10 million to help fund the construction of Medical Science 2 building

GOOD HABITS START EARLY

As a kid in primary school in Hobart, Costan Magnussen and his mates had clear, strategic priorities: “Eat all of our lunch at morning tea time, so we could spend the entire 45 minutes of lunch break playing,” he remembers.

These days, he’s still pushing the clock to squeeze in his play. Up at 5 a.m. to pack a tidy three hours of dry-land, lap-swimming and flexibility training into his schedule before work, the University of Tasmania graduate and now Dr Magnussen is a leading researcher on the Menzies’ Childhood Determinants of Adult Health (CDAH) study, headed by Professor Alison Venn, the Institute director.

2,000

Australians have participated in a Menzies longitudinal health study since 1985

40%

Average annual growth of staff and scientists for 15 years.

“Few people realise that cardiovascular diseases such as heart attack, stroke and type 2 diabetes begin in childhood.”

COSTAN MAGNUSSEN,
LEADING RESEARCHER
ON MENZIES
CHILDHOOD STUDY

In the course of a long-term population study, the Menzies team has tracked the health of more than 2,000 Australians since they were school students in 1985, in research supported in its early days by The Atlantic Philanthropies.

“Few people realise that cardiovascular diseases such as heart attack, stroke and type 2 diabetes begin in childhood,” Magnussen says. “It’s the choices and behaviours that children learn during their formative years that impact upon their lifelong health.”

“They [the Feeneys] absolutely loved Tassie and could see the potential of the place and the people,” Dwyer says, remembering an era when the Menzies had only 60 people.

Outcomes of the CDAH study include findings that show exposure to passive smoke in childhood causes irreversible damage to the structure of children’s arteries; that repeatedly skipping breakfast in childhood and adulthood is correlated with a larger waist circumference; and that obesity in childhood, if reversed, appears to have little lasting impact on adult heart health. The rich 30-year CDAH data pool is now a cornerstone of the International Childhood Cardiovascular Cohort (i3C) Consortium, which unites its findings with similar studies from Finland and the United States.

“Most people want their child to have the best start in life,” Magnussen says. “CDAH can be directly translated into changes in the community.”

Wesley Medical Research

BRISBANE

The Atlantic grant gave the Wesley Institute more than a kick-start,” says Dr Jon Douglas, a physician at Brisbane’s Wesley Hospital and Chuck Feeney’s Australian doctor. “It had a huge ripple effect.”

In 2005, the 10-year-old institute—previously “struggling along on two rooms and a limited budget”—leveraged \$10 million from The Atlantic Philanthropies to fund its own space, build a clinical trials centre and develop a tissue bank that has since grown into the largest and strongest cross-disciplinary “bio bank” in Queensland, incorporating the Queensland Brain Tumour Bank, the Australasian Skin Cancer Tissue Bank and the Australian Autism Biobank.

WESLEY MEDICAL RESEARCH

30 Current research projects supported by Queensland’s largest cross-disciplinary “bio bank”

PARTNERS	RESEARCH FOCUS
Queensland Brain Tumour Bank	Neuroscience
Australasian Skin Cancer Tissue Bank	Cancer
Australian Autism Biobank	Cardiology and cardiac surgery
	Infections and critical illness
	Women’s and children’s health
	Surgical and medical innovations
	Rural and remote health

Capitalising on the 450-bed hospital beneath it, and the growing need for biosamples in an increasingly medical-research-hungry State, the present-day Wesley Medical Research (WMR) now supports more than 30 research projects with partners across Queensland and Australia, working in disciplines that include neuroscience, cancer, cardiology and cardiac surgery, infections and critical illness, women’s and children’s health, surgical and medical innovations, and rural and remote health.

FEATURED GRANT

2005 \$10 million for construction of a Clinical Trials Centre and Tissue Bank (now WMR BioBank)

GIVING HOPE

When 40-year-old Mike Oldano—father of one and stepfather of two—was diagnosed with a grade four glioblastoma (GBM) brain cancer the size of a tennis ball, he was afraid. GBM is the most common and malignant of the glial tumours, and life expectancy of a person diagnosed with GBM is just one year.

“But he never asked ‘Why me?’” says his wife, Carolyn. As he suffered through multiple craniotomies and faced the depths of incurable cancer with his family



The Oldano family raises funds for research to cure brain cancer in memory of their husband and father, Mike.

and community, it was the thought of young children enduring the same fate that caused Mike the most pain. Carolyn says, “That reduced him to tears.”

In mid-2015, Mike was invited to be the first person to participate in a trial of a new immunotherapy treatment developed at QIMR Berghofer, under the lead of Professor Rajiv Khanna. A collaboration of QIMR Berghofer and The Newro Foundation, the clinical trial was conducted at Wesley Medical Research, and was followed by a fleet of researchers, media and supporters of the Oldano family.

“Mike’s story is not over. ... we can definitely play our part in giving other families who are touched by GBM more hope.”

Carolyn, wife of Mike Oldano

“The change in Mike—knowing there may be hope—was huge,” Carolyn says. “For the first time, he had a chance. If not for a cure, then for a chance of extending his life-expectancy. The trial was giving hope to so many other GBM fighters, and so many parents.”

Four months later, Mike’s family lost him to the tumour that proved too aggressive for any treatment.

“But I honestly believe the immunotherapy is what kept him so well during that period,” Carolyn says of the weeks following the trial. “Mike’s story is not over,” she says of her family’s ongoing fundraising efforts for research. “It may not be possible to find a cure for brain cancer, but we can definitely play our part in giving other families who are touched by it more hope.”

3

health and research institutes collaborate in developing a new immunotherapy treatment for certain forms of brain cancer.

Translational Research Institute

BRISBANE

The largest medical research institute in the Southern Hemisphere, Brisbane’s Translational Research Institute (TRI) is a proprietary limited company, and a collaboration among The University of Queensland School of Medicine and Diamantina Institute, Queensland University of Technology’s Institute of Health and Biomedical Innovation, the Princess Alexandra Hospital’s Centres for Health Research and Education, and Mater Research.

“Chuck wasn’t creating a building, he was creating an opportunity, and he made that very clear: It was practical outcomes for people that Chuck wanted to see—we agreed on that from the very start.”

Professor Ian Frazer, Founding CEO of TRI

A vast, glass affirmation of Queensland’s belief in the promise of bench-to-business-to-bedside collaborations, clinicians, scientists, patients and company directors sit with frappuccinos and bike helmets in the TRI’s tropical atrium, under the shade of its emerald towers. Above them, there is the hum of advancements in vaccines, diagnostic imaging, microbiome studies and cancer treatments.

It’s a long way from the “broom cupboard” in which the TRI’s founding CEO, Professor Ian Frazer, famously started work on his world-changing cervical cancer vaccine, Gardasil, and from where the dream of a translational institute was sketched in the margins of his notebooks.

“Chuck wasn’t creating a building,” Frazer stresses from his TRI tower office, his signature Akubra hat hanging behind the door. “He was creating an opportunity, and he made that very clear: It was practical outcomes for people that Chuck wanted to see—we agreed on that from the very start.”

FEATURED GRANT

2009–2013 \$50 million to help create the Translational Research Institute

\$8
billion

Value of imaging
technology
markets expected
by 2020



Carolyn Mountford, TRI CEO and director of research, appreciates the impact and leverage of the TRI building, the largest medical institute in the Southern Hemisphere.



TRI's architecture allows
for transparency throughout
the building.

“Now that Siemens is here, they want this [Brisbane] to be more than their Queensland base—they want it to reach throughout Australia, and possibly Southeast Asia.”

Professor Carolyn Mountford, TRI CEO and director of research

GIVING CONFIDENCE

“Brisbane has the people. It has the knowledge. Now it has the hardware,” announced Professor Carolyn Mountford, TRI CEO and director of research, at the March 2016 opening of TRI’s Innovation and Translation Centre, a collaboration with multinational technology giant, Siemens Healthcare.

The new Centre is a boon for TRI’s expertise in magnetic resonance, for patients who will access more targeted therapies at the neighbouring Princess Alexandra Hospital, and for the relationship of Australian science with an imaging technology market on a trajectory towards \$8 billion in value by 2020.

“A building like this can definitely leverage confidence,” Mountford says of the commercial attraction to the TRI.

“Industry can look at Melbourne. They can look at Sydney. Then they look at this facility and say, ‘OK—Brisbane will do just fine, thanks.’ Now that Siemens is here, they want this to be more than their Queensland base—they want it to reach throughout Australia, and possibly Southeast Asia,” she says.

“The trimmings of a building like this—they have power.”

“Whenever you walk in each morning, you feel like you must be doing something important.”

Associate Professor Brian Gabrielli, TRI team leader
to understand melanomas, as quoted in *Arch Daily*

Princess Alexandra Hospital Health Service District

BRISBANE

For a long time, cancer of the throat was a disease associated primarily with elderly men, commonly the result of a lifetime of smoking and drinking, says Professor Ben Panizza of the Princess Alexandra Hospital (PAH) Head and Neck Cancer Department.

“An amazing collaboration of surgeons, radiologists and scientists worked together to remove my throat tumour, and to save my face — all in the nick of time.”

KENTON CAMPBELL,
CEO OF ZARRAFFA'S
COFFEE

“Ten years ago, we were seeing around one patient every fortnight,” he says. “Now we encounter about two cases a week.”

The fifth most common type of cancer in Australia, a growing number of cases of head and neck cancer are being linked to the human papillomavirus (HPV); and it was this shift in threat that a grant from Chuck Feeney and The Atlantic Philanthropies sought to address.

ESCALATION OF THROAT CANCER IN QUEENSLAND



The Head and Neck Cancer Centre—a partnership of the Princess Alexandra Hospital, University of Queensland, QIMR Berghofer and Translational Research Institute—is one of only two in Australia, and serves many of the 700 Queenslanders diagnosed with this group of cancers every year.

FEATURED GRANT

2011 \$5 million to establish the Queensland Centre of Excellence for
Head and Neck Cancer

GIVING VOICE

Having transformed a single coffee cart into a 75-store chain of franchised stores that stretch from Coolangatta to Kalgoorlie, CEO of Zarraffa's Coffee, Kenton Campbell, is a man pressed for time. But while managing his espresso empire,



Kenton Campbell, CEO of Zarraffa's Coffee, is an ambassador for men's health awareness.

Campbell also speaks to groups and the media—and anyone he can tell—about the staff and researchers from the Princess Alexandra Hospital and Translational Research Institute that treated him for throat cancer in 2013.

“My father-in-law was dying, and I started crying and coughing,” he says, remembering when he discovered blood in his throat. “So I got it checked out and was immediately sent to the PAH Head and Neck Cancer Centre. An amazing collaboration of surgeons, radiologists and scientists worked together to remove my throat tumour, and to save my face—all in the nick of time.”

Soon Campbell became an ambassador for the PA Research Foundation’s Men’s Health Initiative. He now encourages other Aussie blokes to “lift their game,” prioritise their health and “don’t wait” before seeing a doctor about health symptoms.

Following his 2013 surgery, Campbell’s Zarraffa’s Foundation pledged \$250,000 to the PA Research Foundation over 10 years. “I didn’t want to wait until we had enough to give,” he says of donating in instalments. “The money can make a difference now.”

Victor Chang Cardiac Research Institute

SYDNEY

It took 12 years to perfect the new tissue preservation solution that can keep a donor heart alive three times longer than previous options.

For 20 years after the tragic death of Sydney cardiac surgeon, Dr Victor Chang, the institute that was founded in his memory grew with Australia’s obesity rates and needs for an arrest to deadly heart conditions. “We became desperate for a new building,” says Professor Bob Graham, inaugural executive director of the Victor Chang Cardiac Research Institute. “We were squashed into the old space like sardines.”

After a process of due diligence by The Atlantic Philanthropies, Chuck Feeney invited Graham to spend three days with himself, Helga and Dr Dave Kennedy in San Francisco.



Professor Bob Graham, executive director of the Victor Chang Institute, has seen the facility grow from one to 17 laboratories, now serving five research divisions.

“At the end of the trip, we were standing at a San Francisco ferry terminal,” Graham remembers. “Chuck put his arm around my shoulder, and said, ‘You’ve got your \$20 million.’ And I saw in his eyes—the happiest I’ve ever seen anyone look. Like a kid in a candy shop.”

FEATURED GRANT

2006–2007 \$20 million towards construction of a new research facility

GIVING TIME

“For two years I could hardly move,” said Greek-Australian grandmother Michelle Gribilas, in 2014, of her decision at age 57 to receive a heart replacement. “I just signed the transplant papers because I was getting worse and I thought, ‘Well, I’m going to die.’”

The new preservation solution has expanded travel boundaries for donor hearts dramatically.

Meanwhile, in the surgical research laboratory of the purpose-built Victor Chang Institute, Professor Peter Macdonald and his team had finally perfected a 12-years-in-the-making tissue preservation solution that could not only help keep a heart destined for transplant alive for up to 14 hours—more than three times the previous window—but could assist in revitalising a heart that had stopped beating for up to 20 minutes.

In October 2014, Grandma Gribilas became the world’s first patient to receive such a donor heart.

“I feel like a different person altogether,” she rejoiced in a post-surgery press conference to celebrate the Australian achievement. “I walk three kilometres every day and feel 40 years old again,” she told magazine *Woman’s Day* in an article encouraging organ donation.

The Victor Chang Institute’s preservation solution radically extended the travel boundaries of hearts that would otherwise be transported between hospitals in Esky portable coolers with ice. This means that hearts can now travel from Sydney to Perth, to New Zealand—“even to Asia,” Professor Graham says—and that doctors can more readily use “marginal hearts” that previously would have been considered unsuitable—a paradigm shift in organ transplantation.

“Atlantic’s funding saw Professor Peter Macdonald and his team move this research from one crammed little space in the medical students’ quarters, to what is still one of Australia’s finest surgical research facilities,” Graham says. “It let their research really take off.”

The Kirby Institute for infection and immunity in society

SYDNEY

When Chuck Feeney toured the Darlinghurst offices of the National Centre in HIV Epidemiology and Clinical Research (NCHECR) in the late 1990s, the “Enchecker” as it was then known, was in significant need of improved facilities, of a new identity that better represented the challenges it was tackling, and of support that was, and would continue to prove, hard to find.

THE KIRBY INSTITUTE FOR INFECTION AND IMMUNITY IN SOCIETY

Serves Indigenous Australians, prisoners, sex workers and drug addicts

200+ scientists | **10** diverse fields of study
12+ global research sites

“Giving to sexually transmitted disease research is not sexy,” explains Professor David Cooper, founding director.

Originally established to respond to the emerging HIV/AIDS epidemic of the 1980s in Australia, the Centre’s research had spread to non-HIV infectious diseases affecting a host of “people at the fringes of the power structures of society,” including Indigenous Australians, prisoners, sex workers and injecting drug users. More than 200 NCHECR scientists were busy working across three Sydney sites and 10 diverse fields of study, and conducting research in more than a dozen countries, including Thailand, Cambodia, Indonesia and Papua New Guinea.

In 2010, Feeney met with the Premier of New South Wales, Morris Iemma, and Prime Minister Kevin Rudd and ultimately pledged a \$10 million challenge grant towards a new era for the NCHECR; two purpose-built floors of the University of New South Wales’ Wallace Wurth building, and new clinical facilities at St Vincent’s Hospital. The centre was relaunched through

“We’re grateful for your putting up with us, thanking you all the time.”

JUSTICE MICHAEL KIRBY TO CHUCK AND HELGA FEENEY AT THE 2011 RELAUNCH OF THE KIRBY INSTITUTE FOR INFECTION AND IMMUNITY IN SOCIETY



Associate Professor Garrett Prestage's work with communities affected by sexually transmitted disease began in 1985, at a time when gay sexual relationships were still illegal in most parts of Australia.

the campaign as the Kirby Institute for infection and immunity in society, now known affectionately as the Kirby.

“Chuck’s modesty gave us the opportunity to name the institute after The Honourable Michael Kirby [a former judge of the High Court of Australia], who is a great champion for health and human rights,” Cooper says. “And the value of that—our values represented in his name—has been immeasurable.”

FEATURED GRANT

2010–2016 \$10 million to help expand the research and facilities of the Kirby Institute

GIVING RE-IGNITION

Sociologist and Associate Professor Garrett Prestage of UNSW has been taking the behavioural pulse of Australia’s gay and bisexual community for more than three decades. He has worked initially alongside and now in the Kirby Institute since its inception in 1985—a time when gay sexual relationships were still illegal in most parts of Australia—and he was responsible for Australia’s first ever safe sex campaign, “Rubba Me.”

“We’re not just about infections—we’re about a relationship with the community, and issues of rights and responsibilities. We’re working for people around the world.”

Garrett Prestage, associate professor,
University of New South Wales’ Kirby Institute

Through his work on the Kirby’s behavioural studies in gay men, he has helped to lift and share the voices of more than 500 Australian men and their experiences of HIV over 20 years—from when death rates were at their

highest, through years of discoveries and the introduction of new antiretroviral treatments which changed HIV/AIDS from a death sentence to a chronic, manageable disease.

In 2011, Prestage saw the cultural impact of the Kirby Institute's relaunch and re-housing.

"It gave everybody a new burst of enthusiasm," he says. "We were finally all brought back together in one place. The collaborative team focus that we had in the beginning—it was back."

As much as its new name, the Institute's new tagline brought its broadened mission into sharp focus, Prestage says. "The Kirby Institute for infection and immunity *in society*," he emphasises. "We're not just about infections—we're about a relationship with the community, and issues of rights and responsibilities. We're working for people around the world."



Atlantic supported a Hooked On Science national tour by Tasmanian-born, California-based Professor Elizabeth Blackburn — Australia's first female Nobel laureate. "You should use science to benefit as many people as you can," she told students in Sydney.

In 2009, Professor Blackburn who was working at the University of California, San Francisco — another Atlantic grantee — shared the Nobel Prize in Physiology and Medicine with two co-researchers. They discovered the enzyme that makes telomeres DNA and protects chromosomes from degradation.



“The Australian efforts made in Viet Nam with Atlantic [funding] were incredibly successful, and many are widely applauded throughout Viet Nam. ... Few people in Australia ever knew of their accomplishments.”

Peter Peterson, former United States Ambassador to Viet Nam

Researchers at Ha Noi School of Public Health benefit from Atlantic-funded training by Australian institutions.

Viet Nam Strategy

To understand Chuck's thinking on Australia and Viet Nam, you have to understand his flight path," says Christopher G. Oechsli, Atlantic's president and CEO. Immersed in US\$363 million of Atlantic investments in Viet Nam's higher education, public health and primary care over 16 years from 1998, Feeney frequently bounced between universities in Ho Chi Minh City and Brisbane, between hospitals in Ha Noi and Melbourne, and among centres of learning, healing and research across America, Ireland, Viet Nam and Australia.

"Chuck's always been a connector of people," Oechsli says. "It was natural that he would connect these dots."

It was the Royal Melbourne Institute of Technology (RMIT) that was Atlantic's first ally in what would become its unofficial "V-Strategy" of capitalising on Australian and U.S. expertise to bolster the foundation's efforts in Viet Nam.

RMIT had spent the late 1990s studying the Vietnamese education system with the objective of establishing a campus there, and the ink on its business plan for an international South Saigon project was barely dry when Chuck Feeney walked into the office of Vice-Chancellor and President Prof. David Beanland in 1999. The Atlantic Philanthropies were looking for ways to encourage the Vietnamese government in its ambitions for educational reform, Beanland said, and would provide the additional capital that the RMIT project required.

"The timing was magic," he says.

US\$381
million

Total investment by Atlantic in Viet Nam, mostly for higher education, public health and primary care

With Oechsli installed as Atlantic’s country program director in Viet Nam, Australia and Cuba in 2000, and Dr Le Nhan Phuong consulting on Atlantic’s population health efforts and later as Viet Nam country director, the foundation’s brokering of creative partnerships between Australian experts and Vietnamese initiatives shifted focus over the following decade, from addressing education, to whole-system change in primary care and public health.

“Chuck saw how Australia could become a gateway for Southeast Asia to raise their standards of health and biomedical research,” says Professor Bob Graham of the Victor Chang Cardiac Research Institute. “He never said, ‘This is what I want.’ He just brought us all together.”

“Australians tend to see people in different economic and social circumstances as equals. This makes us good collaborators, and good at relationship-building. I think Chuck realised this would be useful in Viet Nam.”

Michael Dunne, QUT professor of social epidemiology and director of international engagement in the Faculty of Health

Atlantic-funded partnerships between Australians and Vietnamese collaborators shifted focus from education to whole-system change in primary care and public health.

Atlantic identified Australians and institutes whose work was already aligned with the foundation’s objectives in Viet Nam, and funded new projects that saw the Menzies Institute for Medical Research build a surveillance system for noncommunicable diseases in Viet Nam; The University of Queensland strengthen Viet Nam’s systems of health data collection; the University of Melbourne help to establish a National Taskforce for Mental Health System Development in Viet Nam; and the Walter and Eliza Hall Institute of Medical Research inform Vietnamese decision-makers of provincial behaviours and beliefs concerning malaria, hookworm and, ultimately, nutrition.

“Australians tend to see people in different economic and social circumstances as equals,” says Michael Dunne, QUT professor of social epidemiology and director of international engagement in the Faculty of Health. “For the most part, we’re unpretentious. This makes us good collaborators, and good at relationship-building. I think Chuck realised this would be useful in Viet Nam.”



Atlantic's investment of \$15 million made possible RMIT Vietnam, the country's first wholly foreign-owned international university, opened in 2001 and now home to 8,000 students across both its Ho Chi Minh City and Ha Noi campuses.

From grants for university exchange scholarships to major funding for concrete and curricula, Atlantic’s V-Strategy built project-management capacity on both sides of the equator.

Two People’s Physicians, trained at Sydney’s Victor Chang Cardiac Research Institute, conducted the first successful heart transplant performed solely by Vietnamese surgeons.

“Chuck was into skills,” says Christine Bundesen, retired director of the Institute of Continuing and TESOL Education at The University of Queensland. “Skills for capacity development of the individual, of the institution and of the profession. He wanted to build the capacity of the regions and nation of Viet Nam, while giving Australian institutions the opportunity to build their capacity in an international context.”

“In addition to research and scientific staff, we have financial and IT people who have contributed to capacity-building in Viet Nam and thereby enhanced their career satisfaction as a result of the Atlantic funding,” says Associate Professor Leigh Blizzard of the Menzies Institute for Medical Research. “And in many cases, these people have built lifelong friendships with Vietnamese colleagues.”

“The Australian efforts made in Viet Nam with The Atlantic Philanthropies were incredibly successful, and many are widely applauded throughout Viet Nam,” says former United States Ambassador to Viet Nam, Pete Peterson. “But in keeping with the culture at Atlantic, the Australian players never put their names up in lights. Few people in Australia ever knew of their accomplishments.”

FEATURED GRANTS

2002	US\$1 million to WEHI to inform Vietnamese decision-makers of provincial behaviours and beliefs concerning malaria, hookworm and, ultimately, nutrition
2005	US\$1.8 million to Menzies Institute for surveillance system for noncommunicable diseases in Viet Nam
2006	US\$3 million to The University of Queensland to strengthen Viet Nam’s systems of health data collection
2009	US\$2 million to The University of Melbourne for help in establishing a National Taskforce for Mental Health System Development in Viet Nam

RMIT University Vietnam

HO CHI MINH CITY

An Atlantic investment of US\$15 million in 2000 made possible Viet Nam's first 100-per-cent foreign-owned international university, opened in 2001 and now home to 8,000 students across both its Ho Chi Minh City and Ha Noi sites. A progressive university that offers traditional and online learning, RMIT University Vietnam became the first higher education institute where Vietnamese students could study for internationally recognised degrees.

“The students don't go home!” says Professor David Beanland, who was the inaugural director of the university in Viet Nam. “They come in early in the morning, they work their butts off, they enjoy the environment, and they ensure that they pass. The atmosphere on campus is unbelievably good. The students are highly committed and interactive.”

“The advice I give to my mentees is to focus on the values you can bring to society... Find what you want to do deep down inside yourself, and ... do it.”

Ngo Quoc Dung, RMIT Vietnam alum and co-founder of Jodric LLP

Atlantic subsequently gave US\$6.5 million to RMIT Vietnam to provide a dormitory and an indoor sports complex. It also facilitated the injection of Australian engineering and librarianship expertise into a US\$30 million project, by utilising RMIT staff to design, coordinate and manage the construction and implementation of Learning Resource Centres at three major Vietnamese universities.

RMIT specialists in Viet Nam facilitated the nation's first standardisation of library classification, and the official translation into Vietnamese of the Dewey Decimal System.



Tra uses the open stack library
at RMIT Vietnam.

This endeavour also required RMIT specialists in Viet Nam to facilitate the nation's first standardisation of library classification, and the official translation and adoption of the Dewey Decimal System in Vietnamese.

FEATURED GRANTS

2000–2006	US\$15 million for classrooms, administration building and dormitory of Saigon South campus
2000– 2009	US\$30 million for engineering and librarianship training for Learning Resource Centres at four other universities in Viet Nam
2001–2002	US\$500,000 for new Information Technology Center
2005–2009	US\$6.5 million for dormitory and indoor sports complex

SPOTLIGHT ON RMIT PEOPLE

Ngo Quoc Dung graduated from RMIT Vietnam with a bachelor of applied science (information technology and multimedia) in 2004. Ngo has gone on to co-found Jodric LLP, a leading sales and marketing agency that boasts multinational clients such as Wrigley, HSBC, Unilever and Nestlé, S.A., and is now a director of real estate development with Xuan Cau.

“Personally, the impact I want to make for society is to build people,” he says. “The advice I give to my mentees is to focus on the values you can bring to society. Find your values, contribute to your society, do good to your family and friends. Find what you want to do deep down inside of yourself, and go ahead and do it.”

The University of Da Nang— The University of Queensland English Language Institute

DA NANG

Atlantic funded nearly 300 Vietnamese students master's degrees and several doctoral students at the University of Queensland.

Between 2000 and 2006, US\$9 million of Atlantic funding saw almost 300 Vietnamese students complete coursework for master's degrees and for PhDs at The University of Queensland. But it was UQ's partnership with The University of Da Nang in its English Language Institute that firmly planted its feet in Viet Nam, with a total of US\$5.7 million in grants for building and operational costs.

"The Atlantic Philanthropies' philosophy of developmental activity offshore is that we provide the know-how to then develop the know-how locally," said inaugural Director Christine Bundesen at the Institute's 2006 launch. In over 10 years of operation, the English Language Institute has provided international standard English language training for students, teachers, teens and children across the region and administered internationally recognised English language testing as an accredited IELTS (International English Language Testing System) and Cambridge ESOL (English for Speakers of Other Languages) test administration centre.

FEATURED GRANTS

2000–2006	US\$9 million for master's and doctoral scholarships and English language proficiency for Vietnamese students
2003	US\$1.7 million toward establishment of English Language Institute at Da Nang University (plus US\$4 million to Reach Vietnam for construction of the Institute)

Queensland University of Technology School of Public Health and Social Work, and School of Nursing

HA NOI

One of the special things about working with Atlantic is that they fund you for a decent period of time,” says QUT’s Professor Michael Dunne, who has been involved in Atlantic-funded public health capacity-building and curriculum design efforts in Viet Nam over the past decade.

“Many donors in international health focus on particular services or scientific projects. Atlantic supports people and connects them, and it’s rare to have the time to build relationships with international colleagues and students. Our PhD and master’s graduates from 10 years ago are now moving up to senior positions in Vietnamese government and training institutions,” adds Dunne.

Atlantic’s QUT public health and nursing projects have united the university with health science centres in Ha Noi, Ho Chi Minh City, Hue and Can Tho. Links with the Ha Noi School of Public Health (HSPH)—at the forefront of Atlantic’s vision for systemwide population health impact in Viet Nam—are particularly enduring. In 2007, the independent Social Science Research Council reported, “There are few other schools that can rival the quality of the teaching and training at HSPH.”

“There are few other schools that can rival the quality of the teaching and training at HSPH.”

SOCIAL SCIENCE
RESEARCH COUNCIL
REPORT, 2007

FEATURED GRANTS

2002	US\$0.9 million for curriculum development and capacity-building at the Ha Noi School of Public Health
2005	US\$0.2 million to assist three faculties of public health in Viet Nam in master planning
2006	US\$3.3 million to improve capacity of public health training centres in Viet Nam
2007	US\$0.2 million to assess the state of the nursing profession in Viet Nam
2008	US\$5.3 million for strategic development of nursing through education in Viet Nam
2013	US\$1.4 million to implement competency-based nursing education and to improve human resources for community health services in Viet Nam

The Royal Children’s Hospital International

HA NOI

Serving 30 million people in Viet Nam’s northern and central regions, Ha Noi’s National Hospital of Pediatrics (NHP) is the anchor of Viet Nam’s policy and practice of health care for children. After Atlantic funding lifted NHP out of dilapidation, Melbourne’s Royal Children’s Hospital International (RCHI) was called upon, in 2003, to prepare the hospital’s health services plan, to plan for re-building and to draw up a comprehensive five-year staff training plan. In 2011, RCHI’s Professor Garry Warne described the project as engineering “completely new ways of working in a new hospital.”

Between 2001 and 2007, Atlantic made grants to The Royal Children’s Hospital International, totalling approximately US\$10 million, including funding to develop a five-year plan which trained 106 nurses, surgeons and management staff of the Hue Central Hospital cardiovascular unit.

RCHI provided training for nurses, surgeons and staff at Hue Central Hospital’s cardio-vascular unit.

FEATURED GRANTS

2001	US\$0.6 million for support of developing projects in Viet Nam and other countries
2003	US\$1.5 million for core support in developing projects in Viet Nam and South Africa
2005	US\$3.1 million to support National Hospital of Pediatrics and Hue Central Hospital in Viet Nam
2007	US\$4.7 million for project with National Hospital of Pediatrics in Viet Nam



Families wait their turn at Viet Nam's National Hospital of Pediatrics.



At one of many eye care clinics funded by Atlantic and the Fred Hollows Foundation, patients receive preventive care and check-ups alongside more intensive procedures, like cataract surgery.

Fred Hollows Foundation

DA NANG

"One day, I said, 'Chuck, all the boys want to know why you fly economy class,'" says longtime Feeney mate and Queensland tennis legend, Billy Lee Long. "Chuck said, 'Oh, it's very simple. I save \$800 on my flight. The Fred Hollows Foundation can give somebody back their eyesight for \$25. Think of how many people I can help.'"

Almost 70% of the population lives in rural villages where preventable blindness often goes untreated. Over 1.4 million people have cataracts in Viet Nam, according to the Fred Hollows Foundation.

Over seven years, the Fred Hollows Foundation, headquartered in Sydney, received more than US\$6 million from The Atlantic Philanthropies, for projects to improve eye care services, reverse preventable blindness, raise standards and create a national curriculum in Viet Nam for ophthalmic residency and nursing training.

Much of their work is removing cataracts, a major cause of blindness of millions of Indigenous Australians, Vietnamese, other Asian, Pacific and African people. The simple Fred Hollows procedure only costs \$25.

FEATURED GRANTS

2005	US\$1.5 million for vision health services in three central provinces
2008	US\$2.5 million for comprehensive eye care development in five provinces
2009	US\$2 million to strengthen training capacity at the Vietnam National Institute of Ophthalmology

\$25

cost of procedure to remove cataracts in Viet Nam

80%

cases of visual impairment and blindness are correctable and treatable, according to the World Health Organization



Lessons

Australia

The Science and Engineering Centre
is home to The Cube at Queensland
University of Technology.



“Give it away today, and you can see what it’s going to do, and you can modify your mistakes.”

Chuck Feeney, as quoted in *Secret Billionaire: The Chuck Feeney Story*, 2009

Fish tanks used for research at Victor Chang Cardiac Research Institute.

ON THE IMPORTANCE OF REFLECTION

“The issue is not to regret the fact that Atlantic is closing its doors in Australia,” said QUT’s Professor Peter Coaldrake in 2012, “but to think about what Australia is going to do from here.”

“The size of Atlantic’s giving is unprecedented in Australia; the sheer scale can seem foreign to us,” says Simon Axworthy, partner at Perth management consulting firm, Azure Consulting. “Key players in the sector are dealing in millions, not billions, of dollars. Atlantic can seem like a different playing field altogether.”

“But their example does give us a reason to start some important conversations,” says Philanthropy Australia CEO Sarah Davies. “It gives us a hook for the meaty ‘What ifs.’ What are the important lessons we should be learning? What can we take away from Atlantic’s experience here?”

Almost every Australian media article to mention Chuck Feeney’s generosity in Australia since his presence in Brisbane became known in the early 2000s compares rates and trends of giving in the USA with those of Australia—never favourably.

“It’s time for us to start building our own definitions of generosity... . Who are we, and how are we going to grow our giving?”

SARAH DAVIES,
CEO, PHILANTHROPY
AUSTRALIA

“We need to move beyond this!” Davies says. “Yes, there are differences—in levels of giving, in culture, in government, in tax systems—Australia is different from the United States for many different reasons.

“With Atlantic, everything was personal. Chuck built trust and relationships first—then he went to the foundation board.”

Emeritus Professor Ken Bowman, Faculty of Health,
Queensland University of Technology

“The comparison gives us an excuse to talk about giving in Australia, and it’s a door opener,” Davies continues. “But now it’s time for us to start building our own definitions of what generosity looks like. Who are we, and how are we going to grow our giving?”

ON GIVING TO PEOPLE

“The most important thing that Australians can take away from Chuck Feeney’s story is not the money that he gave,” says David Knowles, head of the Koda Capital Philanthropic & Social Capital team, “but the thoughtful involvement that he had with Atlantic’s grantees—the big part of his life that he gave. How can you ever understand what will be most effective, or most needed by an organisation, if you don’t get up close and personal? Philanthropy can be so much more than a cheque to charity.”

Knowles says that in the wake of Australia’s uptake of Private Ancillary Funds (PAFs), greater engagement between donors and grantees promises not only to educate funders, but to make their giving that much more enjoyable.

“I say to wealth advisors: ‘Do you want your clients to have a rich experience? Then get them engaged with their grantees.’”

DAVID KNOWLES,
HEAD OF
PHILANTHROPIC
& SOCIAL CAPITAL
AT KODA CAPITAL

“Many people establish their PAFs, appoint their decision-makers, set up their application and acquittal processes, and then that first flush of excitement—it disappears,” he says. “Where is the fulfilment? It’s being found by the people who are going into the field, getting involved, building relationships. I say to wealth advisors in this country; ‘Do you want your clients to have a rich experience? Then get them engaged with their grantees,’” says Knowles.

“Mr. Feeney would size up somebody’s personality and ideas and be guided by his gut instinct,” says Myles McGregor-Lowndes, founding director of the Australian Centre for Philanthropy and Nonprofit Studies. “And I think that some Australian foundations take the same entrepreneurial approach. They have a clear sense of what their mission is, search for good people who fit and trust them.

“But the trend now is for more impact measurement,” he says. “I think many foundations today have been run over by trying to look for short-term, measureable impact. They rely on metrics solely, rather than personal judgement.”

“If we move to a point where the bulk of the philanthropic dollar in this country gets distributed only on the basis of ‘show us your evidence base’ and ‘show us your impact,’ then we will have lost what I think of as philanthropy,” says Davies.

The rising popularity of data-driven philanthropy is important for attracting new funders into giving, Davies adds, but also risks “tying-up” the few nongovernment, non-business dollars that are available for social change—philanthropic dollars otherwise free of responsibilities to taxpayers or shareholders.

“We have to champion and protect the freedom of the philanthropic dollar to be social risk capital in this country,” she says. “We should be thinking ‘and,’ not ‘or’ when it comes to relationship-building and impact assessment.”

“Atlantic taught me the importance of firmness of goals but flexibility around means. This is often achieved through the art of actively listening.”

GLYN DAVIS,
VICE-CHANCELLOR
OF THE UNIVERSITY
OF MELBOURNE

“Atlantic taught me the importance of firmness of goals but flexibility around means,” says Glyn Davis, vice-chancellor of The University of Melbourne and director-general of the Department of the Premier and Cabinet during Peter Beattie’s Queensland Premiership. “This is often achieved through the art of actively listening. Atlantic has always practised this, and it has always been appreciated.”

ON LEARNING IN PHILANTHROPY

“**W**hile there were always elements of personal experience associated with Chuck’s grantmaking, he also read widely and became a student of the areas he was interested in,” says Oechsli. “Chuck may not be a scientist—but he’s good at making judgements about leaders and their ability to use a facility to further their work.”

“His [Feeney’s] advice to other philanthropists is to focus on a small number of areas or end up chasing too many rabbits.”

Australian Financial Review, November 2007

“In a way, not having a scientific background can be a strength,” says Simon McKeon, philanthropist and former chairman of the CSIRO (Commonwealth Scientific and Industrial Research Organisation). “Many philanthropists are typically not technically trained people, but they may have nevertheless created something of significance, and they know how to ask the right questions.”

Connecting successfully and sharing learning with people in science must be a two-way street, McKeon says.

“There’s an incredibly important message here for our scientific community. There are people like me—and people like Chuck Feeney—who are not technically trained, but

who actually want to understand your story and where you are going. But you're going to have to talk in a more basic language than you're normally accustomed to using. The outstanding researchers—the successful researchers—are those who can communicate with the rest of us: the other 99 per cent of people like me, who haven't pursued the area of focus that you have," he says.

"Storytelling in science is about sharing the great work that is being done and getting people excited by the possibilities you, as the researcher, can already see," agrees Nadia Levin, CEO and managing director of Research Australia. "It's about creating a sense of inclusivity and breaking down intellectual elitism.

"One of the reasons that levels of giving to health and medical research in Australia are so low—less than 10 per cent—is not only that we have a lack of broad public literacy about science and research in Australia and what it means to our everyday lives in terms of impact and contribution, but that we also suffer from the natural human tendency to feel embarrassed about what we don't understand. So we don't ask for explanations. The sector as a whole needs to take responsibility and change this," she says.

ON TEAMING UP

When Chuck Feeney and The Atlantic Philanthropies challenged governments and the philanthropic community to meet the foundation's pledges in Australia, match and collective giving were little seen occurrences in the nation's philanthropy.

Today, the energy of collective giving in Australia is mounting. The rising popularity of collectives, such as The Funding Network, Impact 100 groups and a medley of women's giving circles, attests to a growing spirit of cooperation. Where

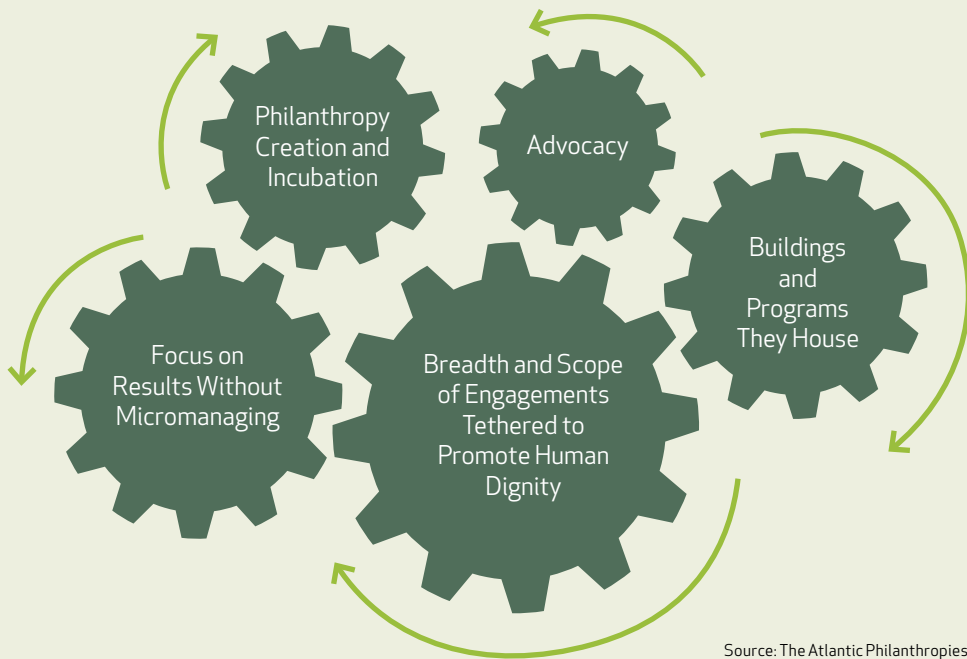
The relationship between Canberra and the broader philanthropic community remains a work in progress.

Giving While Living Networks may have faded, a ripe pool of social giving activity has since emerged.

Match-giving commitments too are on the hike. Philanthropists and PAF leaders such as David and Barbara Thomas, Dick Smith and Allan English are offering matching dollars to fellow donors. Through structured schemes such as Givematcher and workplace-giving incentives, matching challenges are stepping up, if not yet into their full stride.

But a reflection on Atlantic’s experience of matching challenges must also pause to note their costs. Sydney’s Kirby Institute climbed uphill all the way through its own quest to match Atlantic’s giving—taking a fundraising message to the community that was not always popular. “It was very stressful,” remembers Kirby fundraiser at the time, Maureen O’Shea. “And Atlantic’s matching milestone deadlines were often not

ATLANTIC’S FIVE DIFFERENTIATING FACTORS



Source: The Atlantic Philanthropies
Stakeholder Assessment by
Artemis Strategy Group, 2014

synergistic with our prospective donors' decision processes. The campaign took everything we had."

At a federal level, matched giving of Atlantic's scale has not been seen since the foundation's departure in 2012. The relationship between Canberra and the broader philanthropic community remains a work in progress. Initiatives such as the ongoing Prime Minister's Community Business Partnership and Philanthropy Australia's Philanthropy Meets Parliament Summit are opening conversations.

"There is definitely a growing tribe of people who are playing together to reach more ambitious ground—what we call Big Hairy Audacious Goals."

Allan English, 2014 Australian Philanthropy Leader of the Year

"To be blunt, partnership between philanthropy and government in this country is still a bit of a cottage industry," says Simon McKeon. "Individuals with great vision like Chuck can put a proposal on the table, and often involve state or federal governments. But surely we can take it to another level now—where the government actually says: 'Notice to all philanthropists: We are interested in working with you, we will make a regular commitment of an amount to match yours every year.'"

While the health and medical research community appreciates the arrival of Australia's Commonwealth Medical Research Future Fund (MRFF) and National Innovation and Science Agenda, proposals to government for formal philanthropy matching incentives are still on the Reviews Table in Canberra.

"But they're not on the shelf," McKeon says. "At the end of the day, matching just seems to work in this country."

ON THE CHALLENGES OF COLLABORATION

“Collaboration doesn’t just ‘happen,’” says Mark Bennett, general manager at the Menzies Institute for Medical Research. “It took years of hard work to get to where we are today. Just because a senior manager, or a government or an institution deems that there will be a collaboration, it doesn’t mean that collaboration will naturally follow.”

**“Atlantic is not a spend-down foundation.
It is an accelerated-impact foundation.”**

Christopher G. Oechsli, president and CEO, The Atlantic Philanthropies

Almost all of The Atlantic Philanthropies’ Australian grants have been celebrated as catalysts for new collaborations, but a reflection on the story of Atlantic’s impact in Australia would be incomplete without noting the cultural and bureaucratic challenges that the gifts also gave launch to.

The most resounding message voiced by the foundation’s Australian grantees is that successful collaboration takes time. In many cases, entrenched stakeholder interests, organisational cultures and institutional silos were physically disrupted by the new initiatives which Atlantic enabled. New, shared spaces meant the creation or re-negotiation of shared priorities and identities.

“Capital grants are one critical point in a philanthropic process,” says Tony Proscio of the Duke University Center for Strategic Philanthropy & Civil Society. “They’re not the whole story. Long after the ribbon is cut, a building’s success will depend on steady, skilled management of the facility, its finances and the quality of the activities inside.”

At the Translational Research Institute—a collaboration of four of Queensland’s heaviest hitters in health and medical

A gradual increase in Private Ancillary Funds demonstrates that the Giving While Living philosophy is taking root.

research—stakeholders are still normalising what their respective roles will be in driving the Institute’s direction.

“The vision for the TRI was absolutely right,” says CEO Carolyn Mountford. The co-location of researchers and industry at the TRI is fulfilling the bench-to-bedside promise, she says. “No question: Queensland has got a world-class hub of human infrastructure.

“But the expectations of the stakeholders, the shareholder documentation and the negotiation of control are all management challenges,” she says. “The fuzzy feeling that follows philanthropy—the ‘you scratch my back, I’ll scratch yours’ spirit—it wanes, and leadership changes. If there is one lesson to take from our story so far, it’s that collaboration should be approached slowly. Methodically. It takes time, and we’re still in the throes of that process.”

“The challenge now is to manage our ‘co-opetition.’ Learning how to be collaborative to be competitive. ... It’s how we manage our global positioning that we must focus on.”

Peter Høj, vice-chancellor of The University of Queensland

Queensland was the obvious place for Atlantic to sow its seeds of collaboration, reflects Professor Tony Bacic, former director of the Bio21 Institute. Unlike Victoria in the 1990s, it had no “pack of gorillas in the room” to contend with, he says—fewer historically embedded players to negotiate with.

But funding lays foundations for change. At the TRI’s 2016 Innovation and Translation in Imaging Summit, Harvard University’s Assistant Professor Kirby G. Vosburgh presented on a topic of increasing relevance to Brisbane: How to best achieve innovation in a multi-institutional town.

“The challenge now is to manage our ‘co-opetition,’” says University of Queensland Vice-Chancellor Peter Høj. “Learning how to be collaborative to be competitive. We have the infrastructure in Queensland now. It’s how we manage our global positioning that we must focus on.”

ON LIMITED LIFE

“**C**huck liked to say that he was operating on the ‘RAT Theory,’” says friend and author Hugh Lunn: “Giving all his money away in his Remaining Allocated Time. He figured he had until about 85.”

When Atlantic completed its grantmaking in 2016, it became the largest foundation in history to disburse its endowment in the life of its donor.

“We have the players. Now for the team.”

Professor Carolyn Mountford, CEO and director of research,
Translational Research Institute

“There is no magic about spending down that assures you a better result than you could get otherwise,” said an Atlantic director in 2010. “But spending down, at the scale and pace that we’re doing it, on the issues we’re focusing on, gives us an *opportunity* to do greater things than could be done in dribs and drabs over an indefinite future... . It gives us something to strive for.”

In Australia, where philanthropic giving is only beginning to feel out the possibilities of its own journey and potential impact, the limited-life model of giving is not common. A gradual increase in perpetual Private Ancillary Funds does demonstrate that the Giving While Living philosophy is taking root, but one of the core attractions of the PAF

“I don’t want to impose my values on my grandchildren... They’ll have their own passions, and can start foundations of their own when they’re ready.”

TIM FAIRFAX,
TIM FAIRFAX FAMILY
FOUNDATION

structure is its potential use as a conduit for inter-generational legacy—an upshot that would seem at odds with Chuck Feeney’s choice for a limited life, or accelerated impact model.

Not so, says Tim Fairfax, who structured the Tim Fairfax Family Foundation (TFFF), one of few Australian PAFs with a sunset clause, as such for the sake of his four daughters and their children.

“I don’t want to impose my values on my grandchildren,” he explains. “They might have no affinity with the rural and regional issues, or arts interests that I want to fund now. They’ll have their own passions and can start foundations of their own when they’re ready.”

Fairfax says that because the TFFF is a sunset foundation, it has focused on building capacity in very specific and focused areas—such as Outback towns of barely 200 people—with a

TRAITS OF THE ATLANTIC PHILANTHROPIES



Source: The Atlantic Philanthropies Stakeholder Assessment by Artemis Strategy Group, 2014

view to setting those communities up for long-term change. Already with a corpus of \$80 million, he says that in another 40 years, spending down the money in a strategic and meaningful way will be enough of a challenge for his family.

“It’s not the money that we need to better celebrate in philanthropy. It’s the bravery of anyone who is willing to stand up and put their head above the parapet. Every time someone gives publicly in this country, we need to cheer extra loud.”

Sarah Davies, CEO of Philanthropy Australia

The winding down of The Atlantic Philanthropies—their corpus, human resources and relationships—is a many-years-long process, and one which Australian philanthropists and observers of organisational behaviour might learn from through the numerous reports and reflections on their experiences of closure.

“Atlantic was very clear about its time frames for leaving Australia,” says Serena Stewart, grants and Giving While Living Networks manager in Atlantic’s Sydney office at the time of its 2012 closure. “And they were very conscious of talking with grantees about sustainability of funding and sustainability of projects.”

“Humility without anonymity is possible. Chuck Feeney is proof of that.”

JOHN POYNTON,
CO-FOUNDER
OF WESTERN
AUSTRALIA’S
GIVING WEST

“Atlantic leaving Australia left a very big hole,” says former director of the Walter and Eliza Hall Institute, Professor Suzanne Cory. “And while we respect that they made the decision [to leave], we do regret it. There was, and still is, nothing comparable in Australia. We don’t have a Howard Hughes Medical Institute big fund. The investment Chuck made in Australia was extremely precious.”

ON GIVING PUBLICLY

Feeneey’s reluctance to receive applause is widely and often noted. At the opening of The University of Queensland Art Museum’s Self-Portrait Collection, he pretended to be someone else, says Hugh Lunn. After giving \$15 million to RMIT, he quickly slipped away and into the rain before anyone could thank him properly, remembers Professor David Wilmoth. “It was a great day, but a sad moment,” he says.

Australia’s Tall Poppy Syndrome—the tendency to diminish outstanding people—takes a little explaining to a foreign audience, but strikingly, it is one of the most frequently referenced themes in local conversations about The Atlantic Philanthropies’ footprint in Australia.

“If he had been one of ours, we’d have pulled him down,” Australians comment. “He fit in because he didn’t grandstand,” others say.

In addition to the complex tensions between Feeneey’s preference for anonymity and his resolve to promote and encourage philanthropy in others, in Australia this third undercurrent influences our response to his generosity: a deeply rooted, egalitarian insecurity about how to define—and value—public achievement.

“It’s not the money that we need to better celebrate in philanthropy,” Davies responds. “It’s the bravery of anyone who is willing to stand up and put their head above the parapet. Every time someone gives publicly in this country, we need to cheer extra loud.”

“Mr Feeneey handed me a scribbled note which I still have today. It said: ‘Always make big plans, they are a lot easier to achieve.’”

TIM DOLAN, DIRECTOR OF DEVELOPMENT, UNIVERSITY OF SYDNEY, QUOTED IN *GENEROSITY* MAGAZINE, DECEMBER 2015

“People are tribal creatures,” adds John Poynton, philanthropist and founder of Western Australia’s Giving West. “We follow leaders. It’s the humble, selfless people in Australia that we need to step up and become our role models.

“Humility without anonymity *is* possible,” he says. “Chuck Feeney is proof of that.”

A number of homegrown philanthropists have stepped into Atlantic’s slipstream, and they are making record gifts that are helping universities and other institutions to continue to move forward in a positive direction.

ON GIVING TO EDUCATION

The Atlantic Philanthropies might have broken new ground in university giving in the late 1990s and 2000s with its eight-figure grants, but homegrown givers have since stepped into its slipstream.

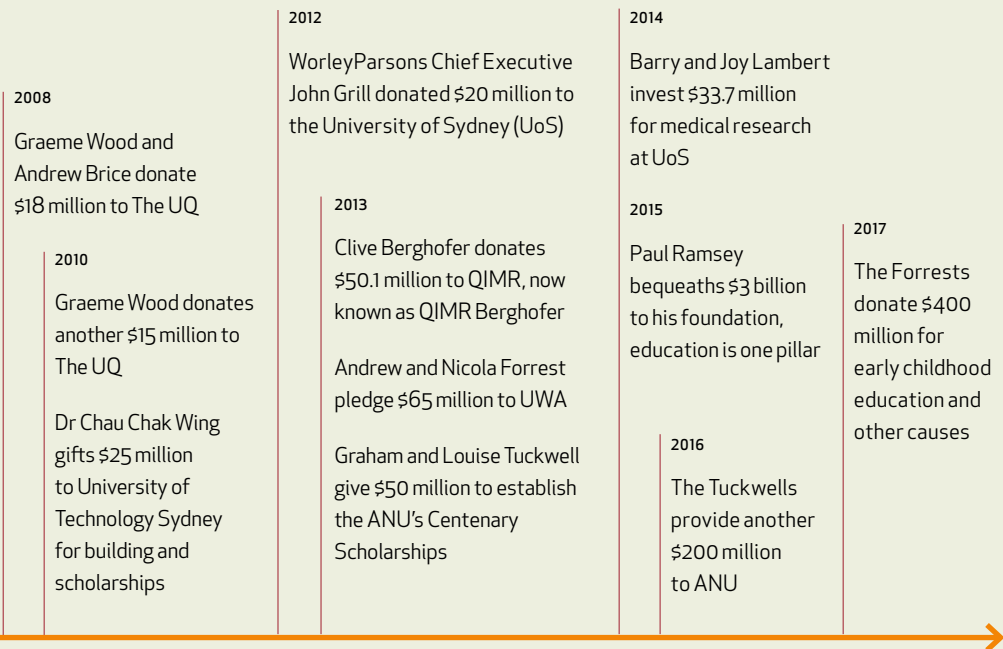
In 2008, Brisbanites and Wotif.com co-founders, Graeme Wood and Andrew Brice, set a new bar for The University of Queensland alumni giving with an \$18 million fund, and another \$15 million from Wood in 2010. Also in 2010, University of Technology Sydney alum parent, Dr Chau Chak Wing, gifted \$25 million to that university for an ambitious building and student scholarships.

“Before Alan became chancellor of Monash University, neither of us had really thought about universities as a destination for philanthropy,” admits Dr Elizabeth Finkel, author and co-founder of *Cosmos Magazine* and active philanthropist with her husband, Australia’s Chief Scientist, Dr Alan Finkel. “Now I ask myself: Why isn’t the philanthropic community alive to this?”

In 2012, WorleyParsons Chief Executive John Grill donated a record \$20 million to the University of Sydney to create a project leadership centre, a gift that was followed in quick succession in 2013 by two of Australia's largest single charitable donations of the time: Andrew and Nicola Forrest's pledge of \$65 million to the University of Western Australia, and Graham and Louise Tuckwell's giving of \$50 million to establish the Australian National University (ANU) Centenary Scholarships. A year later, Sydney's Barry and Joy Lambert chose to invest \$33.7 million for medical research at the University of Sydney, followed in 2015 by \$8 million from Susan and Isaac Wakil and another \$35 million in 2016.

According to calculations by Pro Bono News Australia, the major Australian universities shared almost \$270 million in philanthropic gifts in 2016—including another \$200 million

Significant philanthropic gifts to education*



*Education accounts for only a portion of the largest gifts from Paul Ramsey and the Forrests.

to ANU from Graham and Louise Tuckwell and an \$8 million bequest to The University of Queensland—more than doubling the total figure donated to universities in the previous year.

“It is extremely important that we have good fundraisers in Australia. There are too many valuable things happening in this country for us not to.”

Maureen O’Shea, director of advancement
at The University of Queensland’s IMB

Leaders of Australia’s two current—and ahead of schedule—mega-fundraising campaigns for higher education at the University of Melbourne and University of Sydney both nod to Chuck Feeney and The Atlantic Philanthropies for inspiring Australian institutions and donors to think bigger. Now, they say, it is time to turn Australia’s energies to nurturing the professionalism of Australia’s alumni development and advancement of human capital.

“We need to keep opening doors, telling people about what we do, and asking how they might want to be involved,” says Maureen O’Shea, director of advancement at The University of Queensland’s IMB, and many-year partner in fundraising for Atlantic partner projects in Australia. “We have to learn to be more confident—like Chuck Feeney—and learn to step forward, to step up.”

“It is extremely important that we have good fundraisers in Australia,” O’Shea says. “There are too many valuable things happening in this country for us not to.”

ON GIVING

“I’m not here to tell anybody what they should do with their money,” Feeney said in a short documentary made in 2009.

“If you want to make money, you do what you want with it. But I do think there’s a certain obligation, for the ‘haves’ to reach out and see what they can do. There’s no shortage of people who need help; it’s a market that will always exist. Any money that people give to any good cause, as long as it’s well-managed, is worthwhile.

“I just hope that people will try it. You’ll like it.”

“I do think there’s a certain obligation, for the ‘haves’ to reach out and see what they can do. There’s no shortage of people who need help; it’s a market that will always exist.”

Chuck Feeney, 2009

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