

# Philanthropie Aktuelle

Centre for Philanthropy Studies (CEPS), Universität Basel  
 Peter Merian-Weg 6, Postfach 4653, CH-4002 Basel  
 Tel.: +41 (0)61 267 23 92, Fax: +41 (0)61 267 23 93, E-Mail: [ceps@unibas.ch](mailto:ceps@unibas.ch)  
[www.ceps.unibas.ch](http://www.ceps.unibas.ch)

## EDITORIAL

Dear Readers,



The current December issue of the Forbes business magazine is featuring Philanthropy in its cover story. In the introduction, it states that neither governments nor big corporations were able to develop «big ideas» but that it was entrepreneurial capitalism that needed to push for innovations. It also states that modern philanthropy precisely works this way by replacing profit through public welfare in areas where no obvious economic interests exist.

The extent of the leverage effect this new approach is able to develop is made apparent, while also showing that the share of investive philanthropy still remains low despite all the hymns of praise.

Apart from engaged billionaires, numerous donors, volunteers and non-profit organizations, a greater scientific effort is needed to enhance these ideas.

The CEPS will continue to contribute to this effort in the future, especially in the realms of international cooperation with other research institutes.

We would like to thank everyone who supported us in the past five years and we look forward to working together on many more interesting projects.

Georg von Schnurbein

## CONTENT

<b>5 Years CEPS</b>	<b>01</b>
<b>Testimonials</b>	<b>02</b>
<b>Interview Volker Then</b>	<b>03</b>
<b>Volunteer Coordination</b>	<b>04</b>
<b>Calender</b>	<b>04</b>

## 5 Years Centre for Philanthropy Studies

**The CEPS celebrates its Fifth Anniversary in December. Following an intensive period of building up the CEPS, it has now established itself in the «research landscape» and the foundations for a successful future are laid.**

The founding of the CEPS in 2008 was a risky venture in many ways. Until then, there had been only a few examples of foundations joining forces and collectively launching a proposal for a research center. The broad support through a number of foundations, on the one hand, and the creation of a competitive situation between the universities, on the other hand, were important conditions for the CEPS' founding and formation. The initial situation at the University of Basel was also risky. The CEPS was built on green meadows, supported by junior employees, and with no existing network. Furthermore, there was no commitment from the University that the Centre would be funded beyond the initial phase. The circumstances were very different to conventional funding at universities, and despite of this – or maybe because of this – the CEPS can look back upon five very successful years.

### The CEPS as a Competence Center

Today, the CEPS is positioned and recognized in the research arena as a competence center for philanthropy and foundation studies. The approach of following an action-oriented interpretation of the term philanthropy enabled some multifaceted and interdisciplinary research. The scientific work centred around topics in the fields of nonprofit governance, transformations of NPO, volunteer coordination, impact measurement, and philanthropy in Switzerland. The research results were internationally acknowledged through publications and conference pre-

sentations, but they also found recognition on a national level through practical studies and contributions. Special attention was given to improved fundamental data regarding the Swiss foundation system. The «Schweizer Stiftungsreport», Swiss Foundation Report, rapidly became a work of reference for science and practice thanks to the successful cooperation with the Center for Foundation Law at the University of Zürich and SwissFoundations.

### Cooperation as a success factor

Overall, it was the numerous cooperations that were a crucial success factor for the CEPS. Without such a broad network and active search for partners, the performance record of the CEPS would have been notably shorter. In research, the CEPS is closely linked with the European Research Network on Philanthropy, and has already been able to realize a few common research projects. The French course in Geneva could not have been held without the local partners. Finally, numerous publications were produced in cooperation with other researchers, experts and practitioners.

### Modular Training Program

Besides conducting research, the CEPS is involved in educational knowledge transfer as well as the transfer of knowledge from the scientific world into practice. The training program is composed of four courses, which can be combined modularly to form a DAS in Nonprofit Management & Law. Similarly to the

research area, an interdisciplinary approach also plays an important role in further education. Especially the combination of management and law make today's NPO practice grow in complexity. The courses are offered once a year and the high number of applications from returning participants points to the good quality achieved. A first step towards an expansion of our training offer was made by offering the «Cours Intensif en Gestion des Fondations Donatrices», which has so far been successfully run twice. Further offers in English are planned for the future. The training offer is complemented by one-day seminars and the event series «Philanthropie am Morgen».

**Practical knowledge taught directly**

The one-day seminars in the series «Recht aktuell: Stiftungsrecht» are committed to specific current law issues of foundation management in Switzerland. The series «Gute Gesuche stellen» is an event co-hosted by the Studienzentrum Kulturmanagement and offers NPO a practical insight on fundraising in foundations. From the beginning, the goal of «Philanthropie am Morgen» was to offer a networking opportunity in the regional NPO arena. Three to four times a year, an interesting topic is discussed in 1.5 hours, while enjoying coffee and croissants. This offer is especially appreciated by small and medium-sized NPO.

In addition to training, the CEPS offers coaching and information services. The coaching projects take the CEPS team into a close cooperation with the organizations, where there can be an exchange of expertise. The leadership receives relevant background information coming from a second opinion, surveys, literary research or impact analysis, which enables them to make better strategic choices in their organization.

**Those who write remain**

Without publications and information, there is no sustainable knowledge transfer. To spread the generated knowledge as far as possible, the CEPS covers a broad variety of publication types: starting with complex publications in scientific journals, to our own published series «Foundation Governance» and «CEPS Forschung und Praxis», along with press releases and this bulletin.

**A Bright Outlook**

As a result of the positive mid-term evaluation through the University and the investors after three years in operation, the continuation of the CEPS was planned.

**FACTBOX**

**Impact Factor**

The Impact Factor (IF) of an academic journal is a measure reflecting the average number of citations to recent articles published in the journal. It is frequently used as a proxy for the relative importance of a journal within its field; journals with higher impact factors are deemed more important than those with lower ones. The highest impact factor in the area of nonprofit research is reached by the journal Nonprofit Voluntary Sector Quarterly (NVSQ) with 1.490 points. NVSQ is published by the Association of Nonprofit Organisations and Voluntary Action (ARNOVA).

Quelle: Wikipedia / NVSQ

On the one hand, the CEPS receives funding from a pool of foundations for another five years, and on the other hand, the

University has decided to establish a professorship for Foundation Management, which will also be permanently entrusted with the management of the CEPS.

Furthermore, the CEPS will become a University Institute, directly subordinated to the rectorate. Becoming an institute thus increases visibility and facilitates interdisciplinary collaboration.

In retrospect, one can say that what seemed to be an adventure or even a risky venture at the time of founding the CEPS was worth the effort for all parties involved. Thanks to the initial funding, it could be proven that a University Center for Philanthropy can provide a valuable scientific contribution, while, at the same time, generating enough external funding for long-term survival. In the years to come, it will be all about confirming and continuing in the line of this already achieved success.

Georg von Schnurbein

**5th Anniversary Testimonials**



As the President of SwissFoundations I am proud of the CEPS' achievements. Founded in 2008, on the initiative of SwissFoundations, the Centre

for Philanthropy Studies has since established itself in the field of philanthropy as a university think-tank. Especially for the foundation sector, the CEPS is of great importance. Through education and training, reflection on the foundations' activities is triggered, which leads to a further professionalization of the sector. With its various research projects and publications, key stimuli are provided, which enable foundations to fulfill their role in society in a precise and targeted way.

Dr. Antonia Jann / President SwissFoundations



Qualified lecturers, a motivated CEPS-team and the exciting mix of people from different NPO participating in the CEPS courses make them an important platform for exchanging experiences and to learn how to further develop one's own NPO. Thematically well-designed courses provide not only an insight into important management principles, but also address current issues and problems of NPO. The taught principles are then practiced in groups, and presented and discussed in the plenum

– another tool that allows to combine the feedback and practical knowledge of the participants with the expertise of the lecturers. I can only recommend these courses under the guidance of Prof. Georg von Schnurbein and his team.

Dr. med Franz Immer / CEO Swisstransplant



The CEPS is an important innovation in the German-speaking landscape of higher education: It is a university center conducting research on philanthropy at the highest level, was initiated by the foundations themselves, and is operated by the University of Basel, through a young, dynamic, and interdisciplinary team. It is a pleasure and a challenge to work together with Georg von Schnurbein and his team. The CEPS is one of the rare examples where empirical research on philanthropy with a high standard regarding methodology and content, while being oriented towards a continuously growing international scientific community, is not in contradiction with practical relevance, knowledge transfer, education and training – although, that said: even after five years, the CEPS is still a pioneer. May this pioneering spirit never be lost. Ad multos annos

Prof. Dr. Michael Meyer / Head of the Institute for Nonprofit Management and Vice-Rector for Human Resources WU Vienna (University of Economics and Business)

## Social Investment

In recent years, there has been an increased interest in research on foundations and voluntary contributions to common welfare. In Germany, the biggest research center in this field is the Centre for Social Investment in Heidelberg. The CEPS speaks to the Executive Director Volker Then.

**CEPS:** What do you understand by the term social investment?

**V.T.:** Social investments are basically, in the broadest sense, private contributions to common welfare. At the CSI, we therefore use the term with a wider meaning referring to all sorts of resources (financial as well as social capital, normative or legitimacy resources) provided that they are invested with an intent for common welfare. This is different to 'social investment' being used in a specific, usually Anglo-Saxon understanding of financial capital for social targets (or even for economic targets with positive social externalities). Of course, these contributions to common welfare need to be legitimized: in three stages, direct beneficiaries, other affected stakeholders, and finally, the democratic public decides on the entitlement of an investment to contribute to common welfare.

### Volker Then



Volker Then is the Managing Director of the Centre for Social Investment at Heidelberg University since 1 July 2006. Previously, from 1999 to 2006, he worked at the Bertelsmann Foundation (Guetersloh, Germany) as the Director of the Philanthropy and Foundations department, which he also built up.

**CEPS:** Does Europe need more philanthropy and social investments?

**V.T.:** Europe needs the coordination of social problem-solving across the different sectors. Whether in the areas of social services, education matters, research and development, when overcoming problems of migration and integration, or regarding poverty reduction and social equity – all of these areas call for solutions developed in co-production with the people concerned, thereby respecting human dignity, personal self-efficacy, and creative autonomy. Such solutions depend upon the innovational impulse of social investments. They require social and public investments in civil-social infrastructure – in places, where today's politicians often only think of professional

solutions and their funding, or of monetary incentives rather than of incentives based on time and infrastructure.

**CEPS:** What can research contribute to this matter?

**V.T.:** The research on these topics is gaining importance and is benefiting of opportunities through the European Framework Programs (the ongoing seventh FP and the subsequent Horizon 2020 starting in 2014). European policies are treating the research on social investments as an important innovation factor. In this respect, the main focus is shifting: in contrast to earlier research phases, when particularly the (macro-) economic importance of the third sector was examined (contribution to added value, employees, level of voluntary work), current research increasingly addresses socially innovative models of hybrid performance, whereby social entrepreneurs trigger innovation in the entire social investment sector, and the their innovational impact on economy and state.

**CEPS:** How come the research on issues concerning civil society is almost always interdisciplinary?

**V.T.:** This is directly related to the definition of the research object of concern. Civil society and social investments are always linked to multiple societal functions, sectorial functions, and from a dynamic perspective also linked to phases of development from one sector to another (from social movement to social enterprise or to political advocacy (or both at the same time)). These interconnections require an interdisciplinary approach.

**CEPS:** Where do we see the biggest research gaps?

**V.T.:** Similarly to many other research fields, the gaps usually lie in the complex quantitative approaches, which complement the predominating qualitative research models. Field or market-based questions should build upon the existing case studies to adequately analyze the innovation effects of this research object.

**CEPS:** Thanks!

## CEPS INSIGHT

### New Employee

Since 1 December 2013, Jonas Kipfer supports the CEPS-team as a Ph.D. student of law. Jonas already has some experience of working for the CEPS from his time as a junior research assistant one year ago. Following an extended stay abroad, he now returns to the CEPS in his new function.

### ARNOVA Conference

Georg von Schnurbein and Sibylle Studer presented current research results of the CEPS at the conference of the Association of Research on Nonprofit Organizations and Voluntary Action (ARNOVA). The conference entitled «Recession, renewal, revolution? Nonprofit and voluntary action in an age of turbulence» was held from 21 to 23 November 2013, in Hartford, Connecticut.

### Lectures

Members of the CEPS attended several events to give talks that presented research results and outcomes to the public. Georg von Schnurbein gave a lecture at the «SeniorenUni Basel» on «Gutes besser tun: Philanthropie im 21. Jahrhundert» (Doing good in a better way: Philanthropy in the 21. Century) and he gave a keynote speech at VitaminB on the topic «Brauchen Vereine Good Governance?» (Do associations need Good Governance?). Steffen Bethmann gave a talk on «Trends und Herausforderungen im Nonprofit Sektor» (Trends and challenges in the nonprofit sector) at the Delegates Assembly of the Swiss Foundation for Children with Cerebral Palsy.

## NEWS

### BASEL New Managing Director

Beat von Wartburg has been appointed the new Managing Director of the Christoph Merian Stiftung (CMS) in Basel. The former President of SwissFoundations and Head of the Cultural Department will take office in June 2014, following Christian Felber who will have managed the foundation for more than 20 years. [www.merianstiftung.ch](http://www.merianstiftung.ch)

### AARAU profFonds 25th Foundation Day

The Swiss Stiftungstag (Foundation Day) 2013 of profFonds was held in Aarau on 7 November 2013. Under the headline «Stiftungen – kreativ und engagiert für die Gesellschaft» (Foundations – creative and committed to society), foundations presented their ways of successfully implementing the foundation's mission. [www.proffonds.ch](http://www.proffonds.ch)



## Integrated coordination of volunteers

As part of her dissertation, Sibylle Studer introduces her newly developed management model with guidelines for the successful integration of volunteers in nonprofit-organizations.



The publication «Integrierte Freiwilligenkoordination: Ein Leitfaden für Schweizer NPO», presents pioneering data on the current state of volunteer coordination from an NPO perspective.

Estimates claim that over 30 percent of the labor performed in the nonprofit sector is carried out by volunteers. Volunteers are an essential resource for many NPO – a resource of high potential for contributions towards the goals of an organization

### Integrated Volunteer Coordination

Standard human resources management tools do not do these unique contributions justice. The volunteers' position must be negotiated on an ongoing basis with all relevant people within the organization – the paid employees, the management level or with the clients. Seven basic principles regarding volunteers must be enforced: respect & informal recognition, balance of interest, role clarity, strategic commitment of the board regarding volunteers, team spirit, coordination beyond the organization's boundaries, and participation & decision-making.

### Guidelines

Empirical findings from research and surveys are summarized in the guidelines, allowing them to have a direct impact on the development of integrated volunteer coordination. The guidelines also give checklists and reading tips, thus, offering a concrete tool for volunteer coordination.

Steffen Bethmann

Studer, S./von Schnurbein, G. (2013): Integrierte Freiwilligenkoordination: Ein Leitfaden für Schweizer NPO. CEPS Forschung & Praxis Bd. 9, Basel:CEPS

### Did you know?

**433**

Since its foundation, the CEPS was mentioned in more than 400 media reports appearing in newspapers, journals, or broadcast on radio and television. The CEPS website features a range of media reports in the services section.

<http://ceps.unibas.ch/service/ceps-medienspiegel/>

## Publications

New publications and Working Paper Series.

The CEPS produced the following publications in the course of the past months. In the series «CEPS Forschung und Praxis» (CEPS Research and Practice), Professor Daniel Zöbeli from the Fernfachhochschule Schweiz and Dr. Luzius Neubert from PPC metrics published Volume 10 «Externe Mandate von Nonprofit-Organisationen» (External mandates in nonprofit organisations). In the Journal of Business Economics, the article «Same same but different: managerial influences on organisational performance in foundations and associations» by Georg von Schnurbein was published online. Furthermore, the proceedings of the 6th European University for Voluntary Service 2011 «Freiwilligenarbeit zwischen Freiheit und Professionalisierung» (Volunteering between freedom and professionalization) were published in the Seismo Verlag, edited by Georg von Schnurbein, Daniel Wiederkehr and Herbert Ammann.

In 2014, the CEPS will launch a Working Paper Series. The aim is to make the various conference contributions and findings of the CEPS coaching activities available to the public. The articles will be published free of charge on the CEPS website and are intended as food for thought and discussion.

## CALENDER

### Advanced Studies

Enroll now!

### Intensiv course

#### Foundation management

17 - 21 March 2014

SolbadHotel Sigriswil

### CAS Governance & Leadership

Modul 1: Strategic Management

31 March - 3 April 2014,

SolbadHotel Sigriswil

Modul 2: Leadership

5 - 7 May 2014, WWZ, Uni Basel

Modul 3: Organizational Development

2 - 5 June 2014, WWZ, Uni Basel

### Philanthropie am Morgen

How to integrate volunteers successfully into the organization

27 March 2013, WWZ, Uni Basel

### FURTHER DATES

#### European Commission

#### Social Entrepreneurs HAVE YOUR SAY!

16 - 17 January 2014, Strasbourg

#### German Fundraising Association

#### German Fundraising Congress 2014

02 - 04 April 2014, Berlin

#### SwissFoundations Symposium

#### Foundation 3.0: Foundation of the Future - Future of the Foundation

20 May 2014, Suisse romande

#### Association of German Foundations

#### German Foundation Congress

21 - 23 May, Hamburg

## LEGAL NOTICE

### PUBLISHER



Centre for Philanthropy Studies,  
Universität Basel

### EDITOR

Steffen Bethmann

([steffen.bethmann@unibas.ch](mailto:steffen.bethmann@unibas.ch))

### LAYOUT & PICTURES

a+ GmbH, Steffen Bethmann

(1) ©istock/pengpeng

Philanthropie Aktuell

© CEPS 2013

Online <http://ceps.unibas.ch/en/services/subscribe-to-philanthropie-aktuell/>