



University
of Basel

Center for
Philanthropy Studies



Impulses for the NPO Sector

Annual Report 2021





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Impulses for the NPO Sector

In management books, one often reads about situational leadership, iterative development or flexible structures. In the past year, all of these were in demand simultaneously. University lectures and executive education courses had to be planned at short notice, the interaction within the team was reduced to a minimum or could only take place online, and one always had to adapt to new situations and regulations. In spite of the uncertainty, however, such times also offer opportunities for changes.

And a lot has happened at CEPS in the past year. Due to our new spin-off Con-Sense, three successful dissertations as well as further degrees, there were many changes in the CEPS team. The new staff members have settled in very well and have seamlessly taken over tasks in research, continuing education, administration and communication. With the NPO Data Lab, we have launched an innovative, web-based platform, which shall be supplemented with further publicly accessible data on NPOs in the coming years and thus become an important basis for research. The positive feedback from participants in the online courses has encouraged us to retain certain digital elements in the future. Finally, the rectorate of the University of Basel approved our master's degree "MAS in Nonprofit Management & Law", thus completing the executive education program. In contrast, the "CAS Global Social Entrepreneurship" had to be cancelled definitively at the end of the year after several postponements due to planning uncertainties concerning the international orientation of the course. A most notable loss this past year was the



Participants in the CAS Nonprofit Governance & Leadership 2021

sudden death of Jeff Brudney, who had contributed greatly to CEPS research efforts as an Affiliate Professor.

The past year has seen a particularly large number of publications aimed at transferring knowledge from research to practice. The studies and books deal with topics that are currently shaping the nonprofit sector, such as asset management of foundations, current challenges of NPOs, digital responsibility or foundation governance. The Swiss Foundation Code in particular has become an elementary building block in the professionalization of the foundation sector. The book “Strategic Philanthropy”, which will be published in early 2022, is intended to help people who are new to philanthropy or who want to rethink their existing activities. It is a great pleasure for us to publish this standard work by Peter Frumkin supplemented by examples from Germany, Austria and Switzerland.

We would like to thank all our sponsors, partner organizations and lecturers for their constructive and successful cooperation. We look forward to many more joint projects – and hopefully many personal encounters!



Georg von Schnurbein

P.S.: This annual report offers you a compact overview of the activities of CEPS. More detailed information and access to publications or brochures can be found on our website → ceps.unibas.ch.



Scientific Conferences

CEPS team members have participated in the following conferences:

→ 22.6. – 23.6.2021 Convened Virtually

ELIASM European Institute for Advanced Studies in Management
«13th ELIASM Workshop on the Challenges of Managing the Third Sector»

→ 12.7. – 15.7.2021 Convened Virtually

ISTR International Society for Third-Sector Research
«Collective Action and Responsiveness in the Global Context»

→ 8.9. – 10.9.2021

EES European Evaluation Society Conference
«Evaluation in an Uncertain World: Complexity, Legitimacy and Ethics»

→ 18.10. – 22.10.2021

Polish Evaluation Society 3rd International Congress of Evaluation
«Evaluation as Crossing Borders»

→ 18.11. – 20.11.2021 Convened Virtually

ARNOVA Association for Research on Nonprofit Organizations and Voluntary Action
«Reflections on Where We Are and How Far We Have Come!»

→ 2.12. – 3.12.2021 Convened Virtually

ERNOP European Research Network on Philanthropy
«Building Bridges in the Aftermath of COVID-19. Where Will the Philanthropy of Today Lead Us Tomorrow?»

Other scientific conferences were canceled because of the Covid-19 pandemic.

In Brief



Swiss Foundation Code

The Swiss Foundation Code (SFC) is a living set of rules that is constantly adapted to current developments. The fourth edition of the SFC, published in June, extends the basic principles of impact, governance and transparency by that of social responsibility. The principles are supplemented by 28 annotated recommendations. The SFC was formally presented at the SwissFoundation Symposium. For the first time, there will also be a complete Italian translation available as of spring 2022.

→ swissfoundations.ch/stiftungspraxis/foundation-governance



7th Swiss Philanthropy Studies Workshop

In September, the seventh edition of the Swiss Philanthropy Studies Workshop took place. For the first time, it was held as a hybrid event. The main topics were digitalization in civil society and social innovations, but also financial topics in philanthropy. At the time of the workshop, Aleksandra Belina from Warsaw was on a research visit to CEPS. She presented the current development of civil society in Poland.

We thank all participants for their active contribution to the success of the workshop.



Better Foundation Governance

What do prospective and currently active foundation board members need to know in order to lead their foundation successfully? In November, the “Foundation Board Academy” answered the most important questions on the topics of “foundation law”, “asset investments”, “good governance”, “strategy”, “diversity”, and “impact”. The new three-day compact seminar was held for the first time this year and was attended by 25 participants, including 8 grantees and 15 specialists from practice and research.



Sporty CEPS

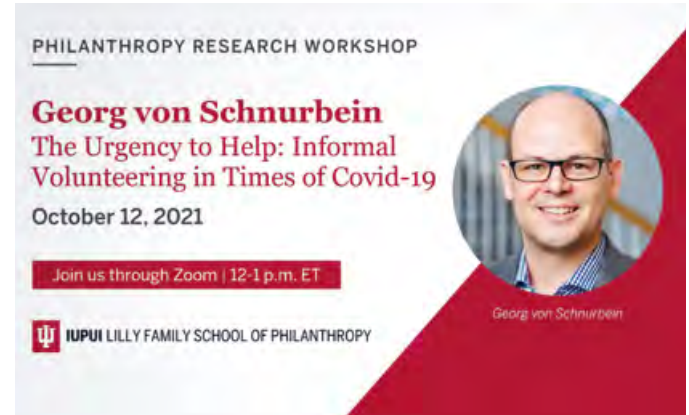
The CEPS team did not only keep moving mentally this year. At the SOLA Basel, part of the team ran a total of 80 kilometers in ten stages. After the many hours in home office, the run not only connected a total of 20 municipalities in four cantons, but also us as a team.

Speaking of networking. Last year, Georg von Schnurbein took part in the football match between FC Stiftungssektor and FC Nationalrat. FC Stiftungssektor won the game 3:1.



Successful Doctoral Theses

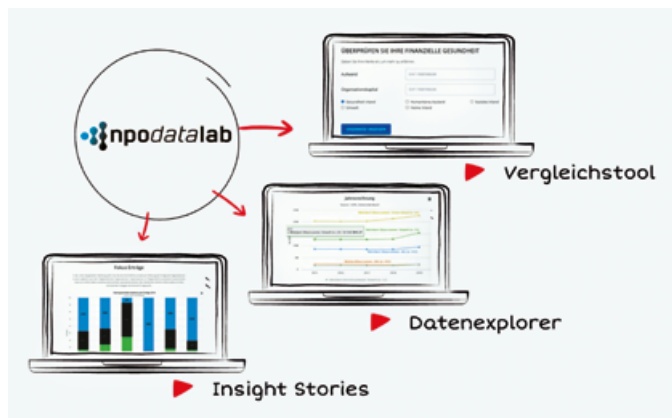
This year, three doctoral students at CEPS completed and successfully defended their theses. Theresa Gehringer investigated the hybrid structures of corporate foundations and how they can contribute to corporate sustainability. Nicholas Arnold explored how NPOs can influence corporate legitimacy assessments. Alice Hengevoss developed a holistic approach to accountability in international NGOs and examined its influence on service delivery and strategy.



International Presentations – Online

Limitless online! Zoom lectures can be held regardless of location. For example, Georg von Schnurbein was invited to speak at the Lilly School of Philanthropy's Research Seminar at the University of Indiana, where he talked about research on volunteering during the pandemic. He also gave a presentation on impact investing as part of the European Research Network on Philanthropy (ERNOP) seminar series and on foundations in Switzerland at the Civil Society Data Forum (Forum Zivilgesellschaftsdaten). And the good thing is: You can listen to those lectures again later!

→ <https://ernop.eu/ernop-science-and-society-seminar-series-2021/how-to-engage-in-impact-investing>



NPO Data Lab

Since 2015, CEPS and PPC Metrics have been collecting data on nonprofit organizations in Switzerland. This data is processed annually and published as the “Jahrbuch der Hilfswerke”. With the NPO Data Lab, we are now making this data available in an interactive form. Thus, the data can be modeled and analyzed by users themselves according to their individual needs. The NPO Data Lab was made possible thanks to support from the Gebert Rüt Foundation.

→ npodatalab.ch



Con-Sense

The launch was successful! Con-Sense, the CEPS spin-off specialized in consulting and analysis, started in March 2021. Sophie Hersberger-Langloh, Regula Wolf and Robert Schmuki have already been able to carry out some exciting projects in organizational consulting, facilitation and field analysis in the first year. In addition, Con-Sense is also committed to sector development: with its own events and first publications on error management or strategic market orientation.

→ aboutconsense.ch

CEPS Research

Anchored in Switzerland and internationally connected

In terms of research and publications, 2021 was again very successful for CEPS. In total, we published 29 publications of various kinds. 14 of which were new articles in peer-reviewed scientific journals.

The importance of CEPS in the international scientific community is also reflected in the fact that our staff members have led two thematic special issues in scientific journals. Namely, the journal *Voluntas* on “Contemporary Philanthropy in the Spotlight” and the journal *Voluntary Sector Review* on “Place Leadership and the role of the third sector and civil society”. In addition, other monothematic editions are in progress.

The CEPS is proving to be an interesting research partner and has been approached for several international collaborations. Examples are the collaboration in data collection for international comparative studies, the supervision of doctoral students with the support of EUCOR or the invitation to prepare a project in the framework of Horizon Europe, although the participation of Swiss institutions in the European research framework program is recently only possible as a third country. The participation in international projects and a good international connection demonstrate the strong position of CEPS in the international scientific community.





“Apple”, Kunstmuseum Thun, visited with the ‘Intensiv-Lehrgang Finanzmanagement’

In the Swiss research scene, CEPS maintains its position in mapping the foundation sector and Swiss NPOs. In 2021, we have published traditional research publications such as the *Stiftungsreport 2021*, but we have also studied the situation in these organizations. Examples are “*Jahrbuch der Hilfswerke*” with data from the NPO Data Lab or the “*Konjunkturbarometer*”, examining which factors should be taken into account in a potential NPO economic cycle analysis. We have also looked at new topics, such as the digitalization of civil society in Switzerland or the three markets in which NPOs operate: a market for program work, a market for the procurement of resources and a market for the recognition of the work of an NPO.

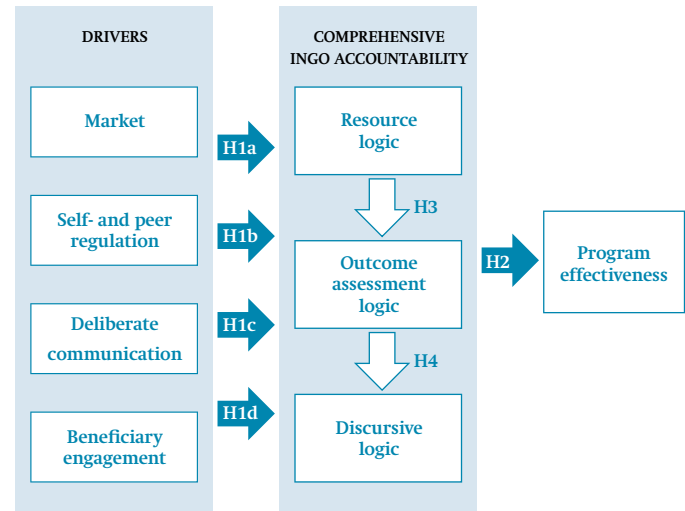
→ ceps.unibas.ch/en/forschung



Completed Projects

Accountability in INGOs – A Necessary Evil or Strategic Added Value?

In her dissertation, Alice Hengevoss examined different forms of accountability in international non-governmental organizations (INGOs) and measured their impact on service delivery and strategic orientation. She developed a holistic approach to a accountability that specifically targets donors, includes impact measurement, and is based on dialogue with various stakeholders. The work shows that INGOs that adopt a holistic approach to accountability are more successful in their service delivery and less dependent on economic and political pressures in their strategic orientation.



Holistic accountability, its drivers and influence on service delivery

MORE INFORMATION:



Hengevoss, A. (2021). *Assessing the Impact of Nonprofit Organizations on Multi-Actor Global Governance Initiatives: The Case of the UN Global Compact*. *Sustainability*, 13(13), 6982. <https://doi.org/10.3390/su13136982>

Cooperative and Confrontational NPO Approaches Towards Companies

NPO approaches Towards Companies				
	focus on re-insitutionalization		focus on de-insitutionalization	
	symbolic gain	material gain	symbolic damage	material damage
Market strategy	ratings (positive)	boycott calls (label/certificates)	ratings (negative)	boycott calls
Non-market strategy	cooperation, partnerships		protests, petitions	blocking, sabotage, lawsuits

Structure of the dissertation on cooperative and confrontational NPO approaches towards companies.

As part of his dissertation, Nicholas Arnold looked at cooperative and confrontational NPO approaches to businesses. It shows that both types of approaches have significant effects on households' legitimacy ratings of corporations and thus their consumption intentions, and that cooperative NPOs enjoy higher support from households than confrontational NPOs. Finally, this work shows that confrontational and cooperative NPOs should strategically combine their approaches to maximize their success.

MORE INFORMATION:

Arnold, N. **Pointing Fingers and Holding Hands: Effects of Collaborative and Confrontational NPO Approaches on Households' Consumption and Donation Decisions**. International Journal of Consumer Studies. <https://doi.org/10.1111/ijcs.12782>



Completed Projects

Episodic Volunteering

More and more frequently, we hear complaints that volunteers no longer want commit on long terms, but prefer temporary assignments at events or in projects. This type of volunteering, described as “episodic volunteering,” is on the rise worldwide. In an international research project including more than 15 countries and over 10,000 respondents, the motives, commitment and expectations of these new volunteers were investigated. Sophie Hersberger-Langloh and Georg von Schnurbein specifically investigated the differences of Episodic Volunteers at cultural and social institutions. The results show differences in demographic criteria such as age and education, but in particular that in the cultural sector extrinsic motivation (e.g. meeting new people) plays a much greater role and may also be more likely to lead to satiation as far as future engagements are concerned. The study was published as part of a special issue in the journal *Voluntas*.

Important motives for Episodic Volunteers at cultural events

INTRINSIC

I was proud to be part of a community.

I was satisfied to work with others.

I was looking for fun and a challenge.

EXTRINSIC

I got involved to meet new people.

I got involved because I was asked by a friend.

I got involved because I could use my skills.

I have committed myself in order to fulfill a school requirement.

MORE INFORMATION:



Hersberger-Langloh, S.E., von Schnurbein, G., Kang, C. et al.
For the Love of Art? Episodic Volunteering at Cultural Events. *Voluntas* (2021).
<https://doi.org/10.1007/s11266-021-00392-0>

Preannouncement

To be published in March 2022



Peter Frumkin, Georg von Schnurbein

**Strategische Philanthropie –
Wie Sie mit Ihrem Engagement mehr Wirkung erzielen**



<https://link.springer.com/book/9783658358129>

Post of the Year

GRS Geberit RUF Stiftung
1.511 Follower:innen
4 Monate +

+ Folgen ...

Das neue NPO Data Lab stärkt die Transparenz des dritten Sektors.

Das **Center for Philanthropy Studies (CEPS) – Universität Basel** lanciert gemeinsam mit **PPCmetrics AG** und Unterstützung der Geberit RUF Stiftung eine Plattform, die Daten aus der NPO-Welt öffentlich zugänglich macht. Attraktive Visualisierungen vereinfachen Analysen, Vergleiche und Datenexploration. Ein einzigartiges Benchmarktool für den Sektor.

<https://www.npodatlab.ch>

Georg von Schnurbein SwissFoundations

npodatlab

GleichgewichtsMarkt Bilanz 2019

Stacked bar chart showing financial data for 2019. The chart compares two entities across various categories. The categories include: Liquid Mittel, Liquid Mittel (dark blue), Liquid Mittel (light blue), Liquid Mittel (yellow), Liquid Mittel (green), Liquid Mittel (red), Liquid Mittel (orange), Liquid Mittel (purple), Liquid Mittel (brown), Liquid Mittel (grey), Liquid Mittel (pink), Liquid Mittel (white).

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Executive Education

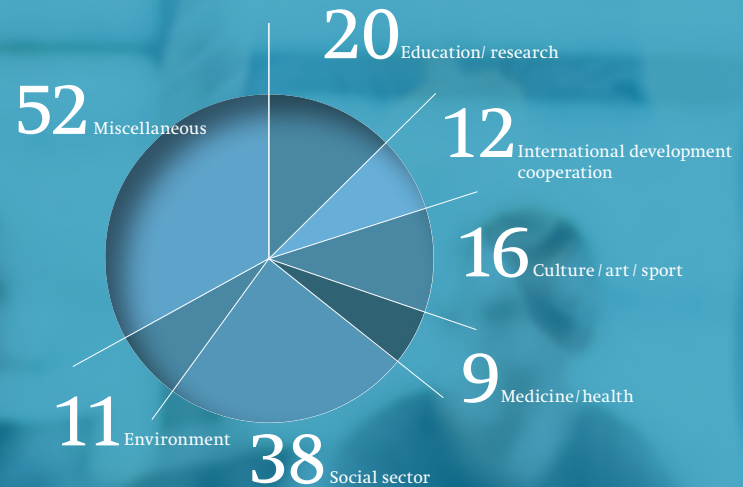
Back to normal?

Once more, 2021 started with the digital implementation of CEPS courses, which had already proven effective in the previous year. Thanks to this experience, they could again be carried out successfully. Nevertheless, the participants as well as the lecturers were very pleased when, in June, we were finally able to hold a module in presence again. Even though distance rules, mandatory masks and other measures also may have posed challenges, it became clear that no digital tool can replace personal encounters and informal exchanges. In the future, we hope to be able to combine the best of both worlds without being forced by a pandemic.

Participant satisfaction in executive education

100 % are happy with the training and course contents (very good or good).

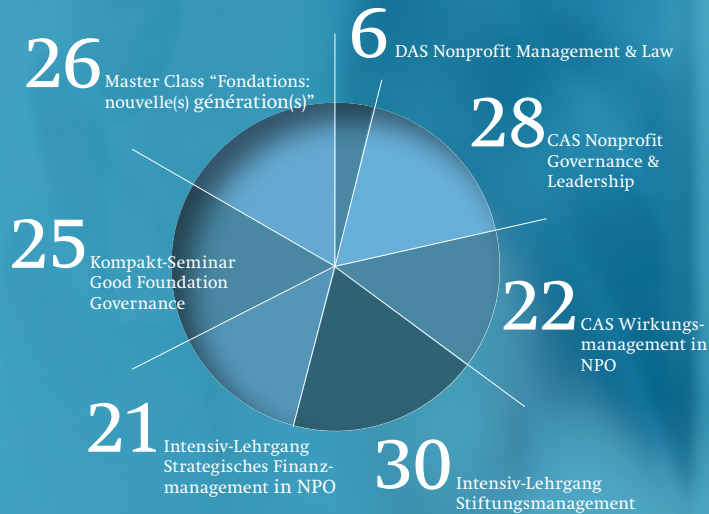
Sector of origin of executive education participants



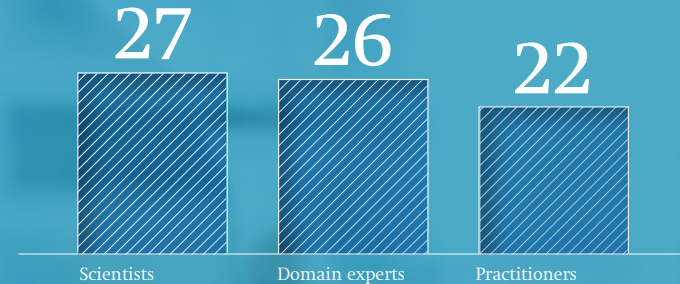
Number of executive education days:

958

Number of course participants



Lecturers



All events

Courses Executive Education:	158
Digital Courses (MOOC):	1080
Seminars and Workshops:	424
Total participants (all events):	1662

Courses Executive Education:

158

→ ceps.unibas.ch/de/weiterbildung



Scientific Publications



- 9 Monographs
- 14 Scientific articles in peer-reviewed journals
- 2 Articles in collected editions
- 3 Articles in newspapers and other journals
- 1 Working Paper

Total publications:

29

Complete publication list:
→ ceps.unibas.ch/en/research/publications





Swiss Foundation Code
Thomas Sprecher,
Philipp Egger,
Georg von Schnurbein



Transitioning to strong Partnerships for the Sustainable Development Goals
Georg von Schnurbein (Ed.)



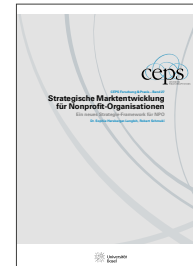
CEPS Forschung & Praxis
Vol. 23
Der Schweizer Stiftungsreport 2021
Katharina Gugli,
Julia Jakob,
Dominique Jakob,
Georg von Schnurbein



CEPS Forschung & Praxis
Vol. 24
Digitale Verantwortung in Verbänden
Dominique Daniel Zygmunt



CEPS Forschung & Praxis
Vol. 25
Konjunkturbarometer 2020
Dominik Meier,
Lucca Nietispach,
Yorick Kirnbauer



CEPS Forschung & Praxis
Vol. 26
Strategische Marktentwicklung für Nonprofit-Organisationen
Sophie Hersberger-Langloh,
Robert Schmuki



Gemeinnützige Stiftungen
Dominique Jakob,
Georg von Schnurbein



Vermögensverwaltung und Nachhaltigkeit bei Stiftungen
CEPS und
Globalance Bank (Hrsg.)



Jahrbuch der Hilfswerke 2021
Michael Lussi,
Dominik Meier,
Luzius Neubert,
Georg von Schnurbein

Lectures

Blended learning continues

For the second year in a row, the courses were held predominantly in the digital space due to the pandemic. The findings from the previous year that digital teaching requires its own concepts were implemented in the “blended learning approach”. Thus, teaching was carried out throughout the year in an interplay of “face-to-face” study in virtual, physical and hybrid teaching spaces as well as accompanied self-study. For example, specially produced instructional videos on the university’s digital platforms were linked to regularly held “face-to-face” lectures and supplemented with exercises that accompanied learning. Despite the challenging conditions for the students, they rated the flexibility and the individual learning experience in “blended learning” positively. Nonetheless, CEPS offered live events whenever possible, as virtual events cannot replace personal and informal exchange.

Guest lectures

- **Beth Breeze**, Prof. Dr., [Director of the Centre for Philanthropy, University of Kent, UK](#)
- **Domenico Sposato**, [Director Caritas beider Basel](#)
- **Leslie Johnston**, [CEO Laudes Foundation](#)
- **Marcus Händel**, [Head Investor Relations & Sustainability, Cembra Money Bank](#)
- **Niina Eschmann**, [Head Corporate Citizenship Communication at ABB Ltd.](#)

Spring term 2021

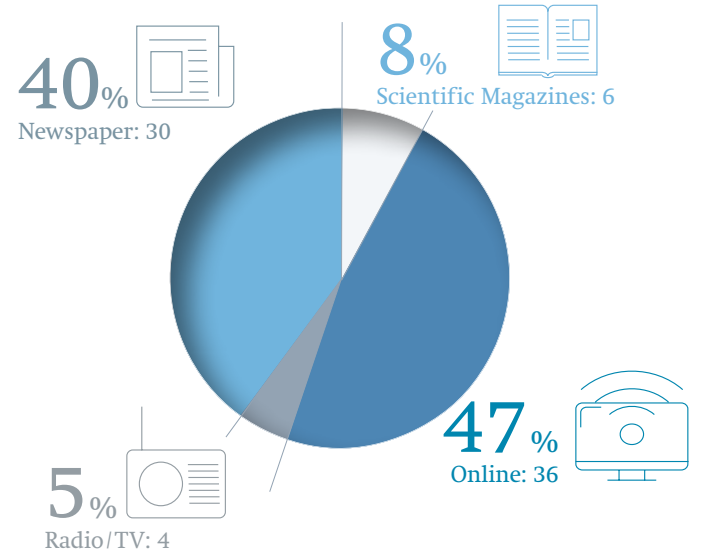
- **Introduction Corporate Responsibility** (Lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE ASSISTANCE: Dr. Alice Hengevoss
Number of students: **85** (conducted for the first time)
- **Nonprofit Management** (Lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE ASSISTANCE: Dominik Meier
Number of students: **191** / 198 (previous year)
- **Vertiefung Privatrecht: Stiftungs-, Vereins- und Gemeinnützigkeitsrecht** (Lecture)
LECTURER: Dr. Roman Baumann Lorant
Number of students: **6** / 6

Fall term 2021

- **Stiftungsmanagement und Corporate Philanthropy** (Lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE ASSISTANCE: Mira Rösele
Number of students: **57** / 72
- **Corporate Social Responsibility** (Colloquium)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE ASSISTANCE: Dr. Alice Hengevoss
Number of students: **22** / 20
- **Nonprofit-Organisationen und -Management** (Bachelor seminar)
LECTURER: Prof. Dr. Georg von Schnurbein and Dominik Meier
Number of students: **7** / 6
- **Einführung in das Unternehmertum und die Unternehmensgründung** (Lecture)
LECTURER: Dr. Sophie Hersberger-Langloh
Number of students: **117** (conducted for the first time)



Media

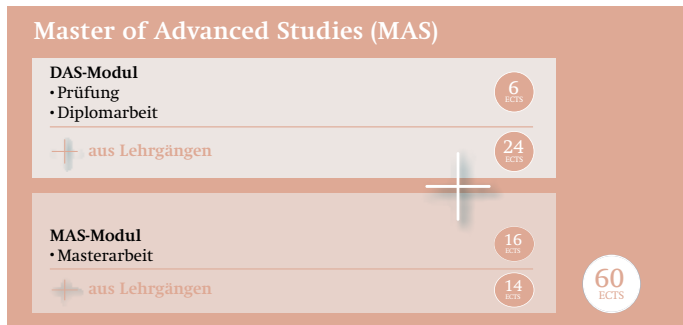


Total Media **76**

For ears and eyes – Media Coverage of CEPS 2021
 → ceps.unibas.ch/en/about-us/media-report



Extended Executive Education Portfolio up to MAS Level



Structure MAS / DAS Nonprofit Management & Law at CEPS

The approval of the “MAS in Nonprofit Management & Law” by the University of Basel in spring 2021, paved the way for another important step towards professionalization in the nonprofit sector. Graduates of this program of 60 ECTS in total will graduate with a Master of Advanced Studies from the University of Basel. The MAS builds on the diploma course “DAS in Nonprofit Management & Law” and, like the latter, has a modular structure so that participants can plan their avocational studies flexibly.

As an important additional component of the course portfolio, CEPS has introduced the certificate course “Nonprofit & Public Management” in 2021, which is held for the first time in early 2022. This CAS focuses on topics such as the planning of the range of services, the public positioning and political work of NPOs,



the efficient and sustainable management of services as well as the search for cooperation partners. Thus, the CAS thematically complements the other courses offered by CEPS and forms an integral part of the new Master of Advanced Studies.

The new offer of the CEPS is met with great interest by graduates of the DAS “Nonprofit Management & Law” as well as by many who have not yet followed a CEPS course.

→ ceps.unibas.ch/de/weiterbildung



Three Questions to ...



Alexander Stillner

MAS in Nonprofit Management & Law (ongoing); Area Director Adults Living & Day Centers, Quality Manager, Member of the Executive Board Vivendra Foundation

Why did you decide to take part in our executive education?

I have started the MAS program in 2021 and my first CAS Impact Management already gave me a variety of fascinating insights. The compact and modular structure and the very practice-oriented content made it easy to combine with my everyday professional life. In particular, the versatile inputs of the lecturers as well as the practical instructions and the intensive discussion among the participants enabled me to learn quickly. This is exactly why CEPS was recommended to me and I can pass on this recommendation without reservation.

What have you already been able to apply specifically?

Contentwise, the first modules were already very well suited to the current strategic development of our foundation. As a result, I was able to establish a concept and templates for the future reporting in my work portfolio. These will now be applied for the first time in a report on effectiveness for the year 2021. But other content from the modules could also be quickly taken up and made useful for the work of the Executive Board. One example is

the increased understanding of objectives as impact goals at a strategic level. By applying the impact system, these can be explained and implemented very clearly in order to really make a difference and to make successes visible in a sound way.

What three current challenges do you see for the nonprofit sector?

Foundations are an important pillar of our society, but they are also subject to the same societal challenges. Be it climate change, the demands of advancing digitalization, changes in social cohesion or in trust in systems and institutions. For a long time already, foundations have in many respects been taking on tasks that neither state and nor public alone are able to do. They take care of people's problems in a very concrete way, offer support, help and perspective where there would otherwise be none, and draw attention to grievances. However, if the challenges society is facing increase and problems become even more palpable, this does not necessarily mean that the foundation sector will be strengthened. Foundations, too, will then have to fight even harder to continue to do their part, be it due to dwindling financial resources, stronger competition, or the challenge of staying visible at all in the media overkill. It has never been more important than now to talk about our greatest asset – our impact in people's lives and the difference it makes whether we exist or not.

Team



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Mia Kirsch
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FORMER EMPLOYEES 2021

Dr. Nicolas Arnold
Lia Ferrini
Dr. Sophie Hersberger-Langloh
Robert Schmuki
Damian Schweighauser
Leonore Wenzel

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- **Alice Hengevoss** Dr.; Research Assistant CEPS
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- **Adrian Ritz** Prof. Dr.;
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- **Suzanne Schenk** Dr.;
Deputy Managing Director Ernst Göhner Stiftung, board member of SwissFoundations

In memory of Jeffrey L. Brudney



Prof. Jeffrey L. Brudney (1950 – 2021)

On April 4, 2021, Professor Jeffrey L. Brudney passed away surrounded by his family after a brief and sudden illness. In addition to his position as “Betty and Dan Cameron Family Distinguished Professor of Innovation in the Nonprofit Sector” at the University of North Carolina Wilmington, since 2016, Jeff Brudney supported the academic work at CEPS as an Affiliate Professor. His annual visits to CEPS were always an invaluable enrichment. In many 1on1 conversations, he quietly left his mark on many research projects.

With Jeff, the NPO research world loses one of the most distinguished and recognized scholars worldwide. He has contributed significantly to the understanding of topics such as co-creation and volunteerism in over 180 peer-reviewed papers, many more book chapters, and 7 books. In 2015, he was honored for his research by the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) with its highest award, the “Award for Distinguished Achievement and Leadership in Nonprofit and Voluntary Action Research”.

Far more than by these sheer numbers, Jeff impressed with his open and warm character. With great dedication, he supported young researchers, for example as a faculty member at the doctoral seminar of the ERNOP Conference in Basel 2019. Jeff was an exceptional personality, with a distinctive sense of humor, great intellect, and particular friendliness. The NPO research community misses a great researcher, teacher, and friend.



The Center for Philanthropy Studies (CEPS) of the University of Basel is an interdisciplinary research and executive education institute, specialized on the nonprofit sector and dealing with the multifaceted topic of philanthropy. The institute was established in 2008 through an initiative by SwissFoundations, the Association of Swiss Grantmaking Foundations.

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