



University  
of Basel

Center for  
Philanthropy Studies



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## Annual Report 2017

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**Center for Philanthropy Studies (CEPS)**

The research institute for philanthropy at the  
University of Basel.

**GENERATE KNOWLEDGE**

We contribute to a modern understanding of philanthropy in different subject areas. The CEPS is a recognized research institute with innovative projects that have found acclaim beyond Switzerland.

**IMPART KNOWLEDGE**

We support the development of philanthropy by means of university lectures, executive education programs, coachings, and information services. Foundations and other non-profit organizations benefit directly from our work.



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University  
of Basel

Center for  
Philanthropy Studies



University of Basel, Center for Philanthropy Studies, Steinengraben 22, CH-4051 Basel

Basel, March 2018  
**Annual Report 2017**

Dear Ladies and Gentlemen

The CEPS looks back on an extremely successful year. For instance, several scientific publications appeared in international journals documenting the results of our research work. The spectrum ranges from the evaluation of state intervention in NPOs, through the financial management of NPOs, to a methodological contribution on comparative research into NPOs.

The results of these research projects are also being incorporated into our executive education and transfer programs, which once again received a pleasingly high level of interest last year. In addition to the well-established courses, we have also conducted one-day seminars on foundation law and foundation fundraising. We also had the chance to offer in-house training courses on specific topics at several partners' offices.

We put particular emphasis on aforementioned bridging function between fundamental research and knowledge transfer into practice. After all, the transformation to a knowledge society also means that knowledge has an ever shorter half-life. The dialogue between research and practice must therefore take place more closely and through different channels. In order to make our findings and activities known more quickly, we became active on Twitter in March 2017 and are looking forward to many followers, retweets and likes - also in the future!

We are grateful for the good cooperation with the various partner organizations, for the commitment of our lecturers in the courses and for the support of our sponsors. It is this network that supports our work and makes it effective. We are all the more looking forward to celebrating the 10<sup>th</sup> anniversary of CEPS with you in 2018.

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Wishing you an interesting read.  
Warm regards

Prof. Dr. Georg von Schnurbein

P.S.: This report offers you a compact overview of our activities at the CEPS. For detailed information and access to our publications visit our newly designed website [www.ceps.unibas.ch](http://www.ceps.unibas.ch)



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## Team

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**Research Interests:** Partnerships between NPO and Public Administrations

### Director Executive Education and Knowledge Transfer



MSc ETH Architecture / MAS NPO Management

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**Research Interests:** Strategy development in the NPO sector, knowledge management & transfer, criteria of success during upscaling & implementation phases

### Research Assistants



MA in Socioeconomics

**Nicholas Arnold** since 1.6.2017

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**Research Interests:** Partnerships between NPOs and the private sector, organizational learning in NPO, impact measurement



MSc in Sustainable Development

**Theresa Gehringer**

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**Research Interests:** Corporate Philanthropy, Corporate Foundations, Corporate Social Responsibility, Sustainability in NPOs



MA in Economics

**Alice Hengevoss** since 1.7.2017

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**Research Interests:** NPO Internationalization, Transnational NPO activity, Corporate Social Responsibility



MSc in Business and Economics

**Sophie Hersberger**

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**Research Interests:** NPO and Markets, Stakeholder Management of NPOs, Competition and Cooperation between NPOs, Global Philanthropy



MSc in Sustainable Development

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**Research Interests:** Impact Investing, Finance Management of NPOs

## Secretariat

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MSc in Sustainable Development  
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## Student Assistants

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BA in Business and Economics  
**Rebecca Wirbel** 1.2.2017 – 31.1.2018  
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## Former Employees (until the end of 2017)

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**Felix Bartos** until 30.6.2017  
BA in Media Studies and Economics, Hilfsassistent

**Steffen Bethmann** until 28.2.2017  
MA in Sociology, Research Assistant

**Dr. Marybel Perez** until 30.6.2017  
Senior Researcher

## CEPS Affiliate Professor

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**Jeffrey L. Brudney** Ph.D. Betty and Dan Cameron Family Distinguished Professor of Innovation in the Nonprofit Sector, University of North Carolina Wilmington, Department of Public & International Affairs

## CEPS Board

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**Michael Beckmann** Prof. Dr., Faculty of Business and Economics at the University of Basel, Department of Human Resources and Organization; **Manfred Max Bergman** Prof. Dr., Sociological Institute at the University of Basel, Department of Social Research and Methodology; **Peter Jung** Prof. Dr., Faculty of Law at the University of Basel, Department of Private Law; **Sophie Hersberger** MSc in Business & Economics, Research Assistant CEPS; **Georg von Schnurbein** Prof. Dr., Director CEPS; **Maria Clotilde Henzen** Managing Director CEPS

## CEPS Advisory Board

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**Edwin Charles Constable** Prof. Dr., Vice Rector Research, University of Basel; **Andrew Holland** Dr., Director Stiftung Mercator Schweiz; **Markus Mader** Director Swiss Red Cross; **Michael Meyer** Prof. Dr., Head of the Institute for Nonprofit-Management at WU Vienna (University of Economics and Business); **Lukas von Orelli** lic. rer. pol. et lic. iur., Director Velux Stiftung, President of SwissFoundations; **Adrian Ritz** Prof. Dr., Professor of Public Management and member of the Executive Board of the interdisciplinary Centre of Competence for Public Management at the University of Bern; **Pascale Vonmont** Dr., Director Gebert Rüt Stiftung; **Beat von Wartburg** Dr., Director Christoph Merian Stiftung, board member of SwissFoundations

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# Research report 2017

[www.ceps.unibas.ch/en/research](http://www.ceps.unibas.ch/en/research)

# Reorientation of NPO Research

Last year, the book “Explaining Civil Society Development: A Social Origins Approach” was published, in which new approaches to the analysis of civil society engagement are presented on the basis of individual country reports. This is probably the last publication to emerge directly from the Johns Hopkins Comparative Nonprofit Sector Project (CNP). Hardly any other project has had such a strong and interdisciplinary influence on NPO research. The project started from the assumption that nonprofit organizations as economic actors receive too little attention because they are not statistically recorded or even wrongly recorded. The aim was therefore to achieve a uniform worldwide presentation of the NPOs. Whether it be definition, classification or economic calculation, the CNP’s specifications are still relevant today. For Switzerland, too, a comprehensive overview of the Swiss nonprofit sector was first presented in 2010 in the form of the CNP Country Report.

Nevertheless, there has always been criticism of the CNP and the “Theory of Social Origins” developed from it, according to which the development of the NPO sectors in different countries can be differentiated on the basis of the structure of the welfare state system. In 25 years, however, not only the welfare states and the composition and functioning of the NPO sectors have changed, but society in general has changed and developed. The question therefore arises as to what significance NPOs have in today’s society and what role they can play in the future.

Important topics in the field of NPO research include professionalization and market orientation, impact analysis as a degree of goal fulfilment and new forms of civic engagement. Nowadays, NPOs are increasingly measured by their economic and substantive performance. Thus, NPO research faces the challenge of making the charitable values and goals in the purposes of the NPO tangible and verifiable. Whether this can always and best be done with quantitative measurements is increasingly being called into question. Without sound and well-founded approaches, however, NPO research will be pushed into the background by practical concepts such as ESG factors from the financial world.

A major strength of NPO research is its distinct interdisciplinary approach, which can be of particular value in this context. Only by combining the humanities, social sciences and law can sustainable theories on the social benefits of the NPO be developed.



**Der Schweizer Stiftungsreport 2017**  
CEPS Forschung & Praxis – Vol. 17  
Beate Eckhardt,  
Dominique Jakob,  
Georg von Schnurbein



**Jahrbuch der Hilfswerke 2017**  
Luzius Neubert,  
Stephan Skaanes,  
Sara Stühlinger,  
Georg von Schnurbein

## Educating Talents since 1460.

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Initiated by: Swiss**Foundations**

# Output

## Scientific conferences



5.4. – 7.4.2017 → London, UK

**PUPOL** International Academic Network Public and Political Leadership, 2<sup>nd</sup> International Conference “Leadership for Public and Social Value”

- Oto Potluka/Marybel Perez: Effects of Nonprofit Leadership on Political Values of Local Politicians in Central Europe

25.5. – 26.5.2017 → Prague, Czech Republic

**IMES** International Conference on Innovation Management, Entrepreneurship and Sustainability

- Oto Potluka: Effective, but Inefficient: Public Support Granted to Social Enterprises for Employment

30.5.2017 → Prague, Czech Republic

**CES** Czech Evaluation Society (CES, Ceska evaluacni spolecnost)

- Oto Potluka: Dopady fondů EU na finanční kapacity obecně prospěšných společností (Impact of EU Funds on Financial Capacities in Public Benefit Corporations)

12.7.2017 → Copenhagen, Denmark

**ERNOP** European Research Network on Philanthropy, Pre-conference PhD Workshop

- Sara Stühlinger
- Sophie Hersberger

## Scientific Publications

Complete publication list by category:  
[www.ceps.unibas.ch/en/publications](http://www.ceps.unibas.ch/en/publications)

- 3 Articles in collected editions
- 6 Articles in newspapers and other journals
- 4 Working Papers
- 2 Monographs
- 7 Scientific articles in peer-reviewed journals



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**13.7. – 14.7.2017** → Copenhagen, Denmark  
**ERNOP European Research Network on Philanthropy**

- Georg von Schnurbein/Theresa Gehringer: Corporate Foundations in Europe
- Marybel Perez/Georg von Schnurbein/Theresa Gehringer: Interdependence of Global Foundations: A Study of Interlocks
- Oto Potluka: Effective, but Inefficient? Public Support Granted to Social Enterprises for Employment

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**4.9. – 10.9.2017** → Zurich, Switzerland  
**oikos Young Scholars Finance Academy**

- Sara Stühlinger: A Systematization of Impact Investing for Charitable Investors

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**25.9. – 27.9.2017** → Poznan, Poland  
**RSA Regional Studies Association Research Network on EU Cohesion Policy, EU Cohesion Policy in Eastern and Southern Europe: Taking Stock and Drawing Lessons for the Future**

- Oto Potluka: NGOs as Partners: Obstacles in the EU Cohesion Policy?

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**14.11. – 15.11.2017** → London, UK  
**RSA Research Network on Leadership and Urban and Regional Development**

- Oto Potluka/Petr Fanta: Nonprofit Leadership in Local Actions Groups

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**16.11. – 18.11.2017** → Grand Rapids, USA  
**ARNOVA Association for Research on Nonprofit Organizations and Voluntary Action**

- Georg von Schnurbein: No Interest Anymore? Foundations and the Consequences of the Financial Crisis
- Georg von Schnurbein: Nonprofit Financial Growth and Path Dependency
- Georg von Schnurbein/Theresa Gehringer: Corporate Philanthropic Foundations in Europe

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**22.11.2017** → Prague, Czech Republic  
**The National Coordination Authority's Evaluation Unit, Evaluating ESI Funds in the Czech Republic: From Knowledge to Decision Making**

- Oto Potluka: Effective, but Inefficient? Public support Granted to Social Enterprises for Employment

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**23.11. – 24.11.2017** → Geneva, Switzerland  
**NORRAG/Sheikh Saud Bin Saqr Al Qasimi/ Open Society Foundations: Philanthropy in Education Symposium**

- Oto Potluka: Effects of External Financial Support on Capacities in Educational Nonprofit Organizations
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## Outcome

### Which research questions were we able to

#### HOW DO NONPROFIT ORGANIZATIONS

The NPO sector is undergoing constant change and is continuously facing new challenges. In the scope of this research project, we asked 87 Swiss NPOs about their current and expected future challenges. The greatest challenges today are reported to lie in maintaining the organization's financial stability, increasing brand awareness and the reduction of public funding. In five years, the major challenges for NPOs are expected to be the technological progress and the overall structural changes in the sector's field of activity.

CEPS Forschung & Praxis, Vol. 19 (to be released in 2018)

#### WHAT ROLE DOES LANGUAGE PLAY IN

There are large differences between the French and German speaking cantons in the amount of charitable donations, which are claimed in the tax returns. Using tax data from the cantons of Berne (see chart) and Fribourg, our study statistically analyzed municipalities on both sides of the linguistic border, because the same legal and institutional framework conditions can isolate the language factor. We were able to show that language has no significant influence on donation behavior. Differences in donations are presumably due to different perceptions of the role of the state.

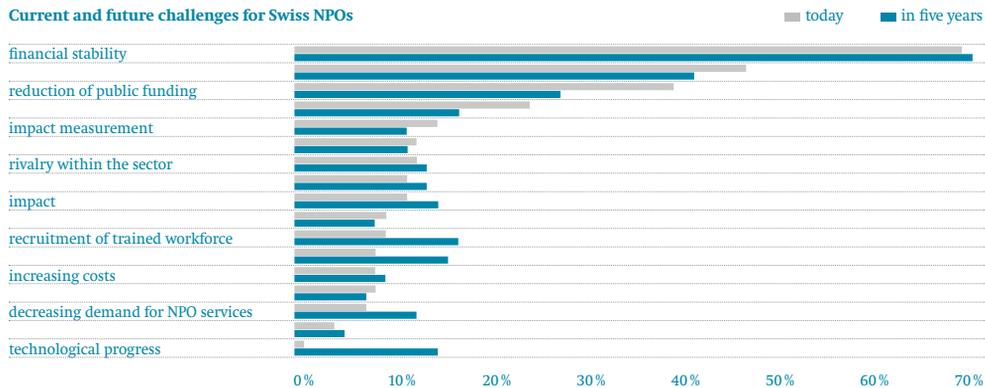
#### WHAT FACTORS INFLUENCE THE FINAN

The financing of nonprofit organizations (NPOs) differs substantially from corporate financing. Much of what influences the development of NPOs is determined at the founding. Based on path dependency theory, financial management and financial growth

## answer with our studies?

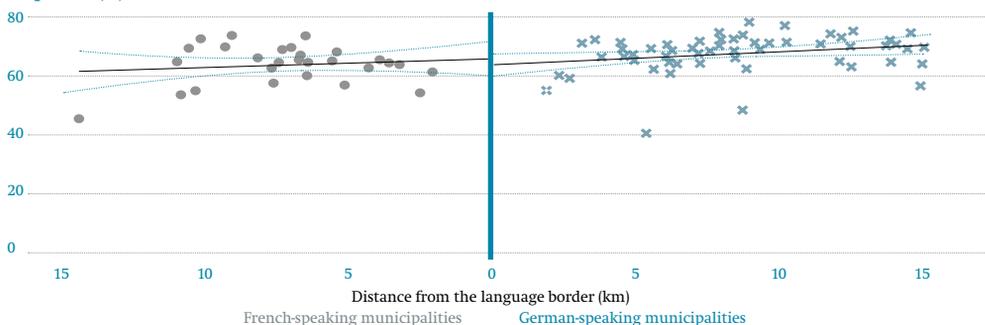
### VIEW THEIR FUTURE DEVELOPMENT?

Current and future challenges for Swiss NPOs



### DONATION BEHAVIOR?

Proportion (%) of donors in the Canton of Berne 2014



### ENTIAL GROWTH OF NPOS?

was analyzed. The results show that organizations in lock-in status can build less free organizational capital and have lower returns. With

regard to the financing of NPOs, the challenge is therefore to develop a stable, and thus predictable, financing mix for one's own NPO.

# Executive Education & Lectures 2017



## Spring term 2017



LECTURE

### Nonprofit Management

Evaluation and satisfaction level of students: The students (N=62) evaluated the lecture at an average grade of 4.6 and 89.9% would recommend the lecture to other students.

NUMBER OF STUDENTS: 263  
Previous year: 246



COLLOQUIUM

### Colloquium on Foundations

Evaluation and satisfaction level of students: The students (N=11) evaluated the colloquium at an average grade of 6.0 and 100% would recommend this colloquium to other students.

The students' results were presented in an exhibition at the Kollegienhaus of the University of Basel.

NUMBER OF STUDENTS: 11  
Previous year: 12

LECTURE

### "Stiftungs-, Vereins- und Gemeinnützigkeitsrecht"

Organized by "Fachbereich Privatrecht" at the Faculty of Law of the University of Basel). Lecturer: Dr. iur. Roman Baumann Lorant

NUMBER OF STUDENTS: 10  
Previous year: 10

## Fall term 2017



LECTURE

### Foundation Management and Corporate Philanthropy

Evaluation and satisfaction level of students: The students (N=31) evaluated the lecture at an average grade of 5.2 and 96.8% would recommend the lecture to other students.

NUMBER OF STUDENTS: 116  
Previous year: 155



NEW: COLLOQUIUM

### Corporate Social Responsibility

Evaluation and satisfaction level of students: The students (N=16) evaluated the colloquium at an average grade of 5.3 and 100% would recommend the colloquium to other students.

NUMBER OF STUDENTS: 21



BACHELOR'S SEMINAR COURSE

### Nonprofit-Organizations and -management

Evaluation and satisfaction level of students: The students (N=21) evaluated the Bachelor seminar at an average grade of 5.3 and 100% would recommend the seminar to other students.

SHORT SUMMARY OF TWO STUDIES:

#### "Internationale Benchmarks für die finanzielle Gesundheit von NPO"

This bachelor thesis examined various quality seals from five countries. The focus was on financial management indicators such as reserves, administration costs or investment guidelines. The results show that seals of approval play different roles in the various countries and that there are large deviations in certain indicators. For example, the recommendations on reserve management differ considerably between Switzerland and the USA.

#### "NPO und Digitalisierung"

In this paper, 22 Swiss NPOs were examined for various aspects of digitalization. The student analyzed the design of the NPOs' websites regarding their user-friendliness and investigated projects on the implementation of digitalization. It turned out that while the majority of these NPOs maintain a modern Internet presence, the full potential offered by the digital possibilities is not exploited.

NUMBER OF STUDENTS: 21  
Previous year: 23

## Guest speakers in lectures

- Dr. **Tizian M. Fritz**, Scientific Advisor, Swiss Science Council SSC
- Prof. Dr. Dr. h.c. **Klaus Leisinger**, President, Fondation Global Values Alliance
- **Nicola Forster**, Co-founder and President, foraus (Swiss Forum on Foreign Policy)
- **Karl Sigrist**, Manager Finance & Administration, Deputy Director "Stiftung Behindertenwerk St. Jakob"
- **Markus Mader**, Director, Swiss Red Cross

## Sector of origin of executive education participants



TOTAL 89

## Number of course participants



TOTAL 89

## Number of participants in seminars

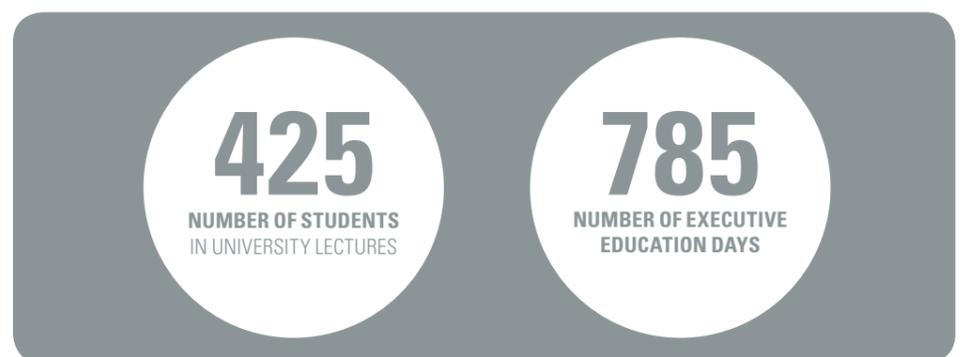


TOTAL 106

## Lecturers

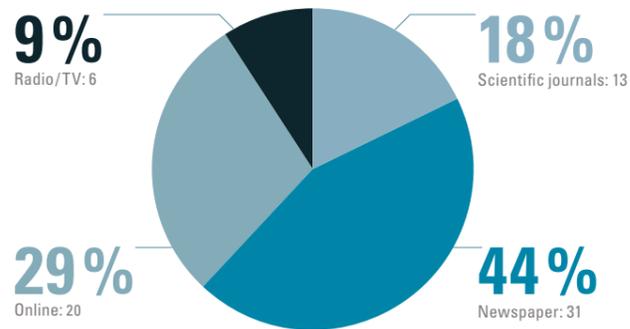


TOTAL 62



## Participant satisfaction in executive education

99% of participants are happy with the training and course contents (very good or good).



In 2017, the CEPS was mentioned 70 times in the media. Below, we present a selection of articles:

1. **LE MATIN** – 9.12.2017

## “Les suisses ont moins donné”

*Les dons aux organisations caritatives ont baissé en 2016 par rapport à l'année précédente. Une première depuis dix ans.*

In 2016, for the first time in ten years, donations in Switzerland have decreased in comparison to the precedent year. Has the growth in charitable donations come to an end? CEPS researcher Sara Stühlinger wouldn't confirm such a trend suggesting to wait how donations in 2017 develop. The researcher mentions that people in Switzerland are aware of their privileged living situation and that it is in their culture to give back. She therefore is optimistic that charitable activities in Switzerland will continue to prosper.

2. **WIENER ZEITUNG** – 3.12.2017

## “Me git, aber me sait nyt”

*Die Schweizer stehen nicht eben im Ruf, prunksüchtig zu sein. Wer hat, der zeigt es nicht – oder pflegt es zu geben, und zwar im Sinne der Gemeinnützigkeit.*

In Switzerland there is a strong tradition of modesty in regards to charitable donating: one donates, but does not talk about it. The general demand for more financial transparency, however, also concerns the third sector. Particularly regulation for charitable nonprofits is becoming more strict. Nevertheless, in comparison to its neighboring countries Germany and Austria, Switzerland remains a relatively liberal country for charitable organizations.

3. **REFORMIERT** – 10.11.2017

## “Religiöse Menschen sind sehr spendenfreudig”

*Viele Spender interessiert weniger, was mit ihrem Geld passiert, als welchen Aufwand Hilfswerke betreiben. Falsch, sagt Spendenexperte Georg von Schnurbein.*

A popular, however, misleading belief is that the best nonprofit organizations are the ones with the lowest administrative costs. However, Prof. Dr. von Schnurbein suggests that a high quality of charitable services and qualified employees have their price. When considering to donate, it is therefore important to evaluate an organization with regard to its effective impact rather than on the share of administrative costs.

4. **DER BUND** – 27.7.2017

## “Ehrenamtliches Engagement: Kurzeinsätze liegen im Trend”

*Freiwillige Helfer wollen sich heute vor allem für einzelne Events engagieren – und das möglichst spontan.*

Many non-commercial festivals rely on volunteers to operate. Volunteers are rewarded with a shirt or a free entry. However, more and more commercial festivals have the financial means to pay their employees. Are they considered a competition for the non-commercial events? No, as different coordinators explain. Many volunteers want to engage short term without long term commitments. Non-commercial events are more likely to provide such opportunities.

5. **DIE STIFTUNG** – 10.5.2017

## “Schweizer Stiftungsreport 2017: So hat sich der Sektor entwickelt”

13,172 – this was the number of charitable foundations appearing in the Swiss trade register at the end of 2016 according to the Swiss Foundation Report 2017. The amount of foundations newly created (349) and dissolved (168) corresponds to the trend of the past few years. The Canton of Zurich has the highest absolute number of foundations (2,262), the highest foundation density is found in the Canton Basel-Stadt.

6. **BASLER ZEITUNG** – 27.2.2017

## “Wir brauchen mehr Transparenz bei Stiftungen”

*Georg von Schnurbein, Professor für Stiftungsmanagement an der Universität Basel, über Missbräuche im Stiftungswesen*

Having sufficient freedom in the pursuit of their purpose is crucial for foundations – at the same time, it is important to further increase the transparency of the foundation sector in Switzerland. This is one of the central points brought forward by Prof. Dr. Georg von Schnurbein in an interview in the “Basler Zeitung”. In this context, he calls for a national register of all charitable organizations in Switzerland, containing a limited amount of easy-to-gather information that the public can access.

7. **STIFTUNG & SPONSORING** – 15.2.2017

## “Networked Governance: Was wir von Global Health Partnerships lernen können.”

Increasingly, networks consisting of foundations, NGOs, state institutions and companies are being created to tackle complex social issues. Such new forms of cooperation, however, present a challenge for management and decision-making structures. The analysis of so-called “Global Health Partnerships” offers interesting insights for such cooperation: 1) governance cannot be limited to the board; 2) a supporting network of all relevant stakeholders is necessary; and 3) a rapid exchange of relevant information between different bodies within the partnership has to be ensured.

## Poster Exhibition “Philanthropy in Switzerland”

In May 2017, the CEPS held an exhibition on “Philanthropy in Switzerland” at the Kollegienhaus (main building) of the University of Basel to draw attention to the diversity and importance of philanthropy. As part of a colloquium, students produced posters on topics related to philanthropy in Switzerland, such as “Philanthropy for science”, “Voluntary work in Switzerland” or “Global Philanthropy – Swiss made”. On May 8<sup>th</sup> the exhibition was ceremonially opened with a vernissage with around 80 guests.



## City tour “Philanthropy in Basel”

As part of the European Day of Foundations on October 1<sup>st</sup> 2017, the CEPS offered a city tour on “Philanthropy in Basel – the European capital of Foundations”. In cooperation with local foundations, CEPS developed a tour providing insights into the current and historical activities of foundations in Basel. The event received lively interest and was fully booked with 75 participants. Visitors were introduced to the world of philanthropists by walking through the old town of Basel. Among other places, the tour stopped at the Frey-Grynaeische Institut, the Musik Akademie as well as the Kunstmuseum and ended up with an aperitif at the Unternehmen Mitte, where our guests could bring a digital amphiphallus titanium to flourish.

## Research visit by CEPS Affiliate Professor Jeff Brudney

For the third time, Professor Jeff Brudney visited the CEPS. Research projects were discussed in several sessions and doctoral students were given the opportunity to present their own projects. The first joint publication of the cooperation between the CEPS and Jeff Brudney is planned for next year.

## CSIS Doctoral Fellows Program

This year, Sophie Hersberger accepted an invitation to participate in the Doctoral Fellows Program of the Center for Impact Strategy at the University of Pennsylvania. Under the direction of Prof. Dr. Peter Frumkin and together with six other selected doctoral students from the USA, Asia and Europe, she worked intensively on her dissertation project for one month – specifically on an article on the application of two-sided market theory to nonprofit organizations. The participation in the program was linked to a scholarship.

## First “Center Directors Meeting” in Paris

On November 2<sup>nd</sup> and 3<sup>rd</sup> 2017, representatives of the European Philanthropy Research Centers met for the first time in Paris. Just how young this research area is, became apparent from the fact that only three of the 20 centers represented at the meeting already existed ten years ago. The exchange on the development of philanthropy research at institutional level is to be continued next year.

## Students visited F. Hoffmann-La Roche headquarters

As part of the CSR Colloquium, our students made an excursion to F. Hoffmann-La Roche in Basel. After a presentation on the topic of sustainability, students had the opportunity to ask questions and further discuss the topic. The theory introduced in the lecture was thus associated with practical knowledge.



## www.ceps.unibas.ch with fresh design

Since December 2017, our website appears in the fresh University Basel design. You will find up-to-date information on our work in research, teaching and executive education. In addition, we have expanded the area of practice transfer, offering interested parties from the NPO sector figures, facts and tools for their daily work.

# COACHING ASSIGNMENTS

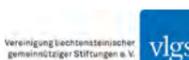
The CEPS offers tailored coaching for organizations and takes on external research missions on a limited basis. In 2017, the CEPS supported six organizations.

On behalf of the “Swiss Philanthropy Circle”, the CEPS has conducted a survey on the perception of philanthropy in society. Representatives from the state, business, civil society and philanthropy were interviewed. On the one hand, it became apparent how unspecific the general knowledge about philanthropic achievements of society is and on the other hand, recommendations for action to strengthen the perception of philanthropy have been derived.



*“Together with the CEPS, we were able to go through an exciting and important process that led us to new insights into our strengths and weaknesses. Through this process we were able to lay the foundation for our current strategy and fundraising – both are already developing very positively from our point of view.”*

Dr. Eric Wyss, Director GLOBE Switzerland



As in the previous year, the CEPS held one-day seminars on topics in nonprofit governance and foundation management for the unit “Corporate Citizenship Switzerland of Credit Suisse” and for the “Association of Liechtenstein Charitable Foundations (VLGS)”. The seminars were met with lively interest and will be continued in the coming year.