



University
of Basel

Center for
Philanthropy Studies



Act Flexibly

Annual Report 2020





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The report is also available in French (Supertext) and German.

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Act Flexibly

In March 2020, our course “Intensiv-Lehrgang Stiftungsmanagement” took place for the twelfth time. Everything was as usual. However, when we said goodbye to the participants on Friday, everyone already knew that a nationwide lockdown was imminent as of Monday – as the first of many measures against the Corona virus.

In research, teaching and our executive education, the motto from this point on was “act flexibly”! For the executive education courses, a new concept for virtual delivery was developed. For this purpose, software for recordings, group work or presentation formats had to be tested. The lecturers had to change their presentations and adapt them to the new concept. Furthermore, online learning required flexibility from the participants. From purely virtual to hybrid to face-to-face events, there were all kinds of things going on, and in each case, new insights were gained. This demanded a high degree of flexibility and openness from all participants, for which we thank everyone.

In research, the lack of informal exchange within the team, but also with other researchers at conferences and workshops, was particularly noticeable. Although video presentations are suitable for the discussion of research results, new collaborations or new contacts can hardly arise in this way. On the other hand, the special circumstances offered new research content. In collaboration with researchers from the University of Freiburg/BrsG. and the ZHAW, we took the great wave of solidarity in the first lockdown as an opportunity to investigate voluntary engagement via

online platforms. The results were published in the journal “Non-profit and Voluntary Sector Quarterly” in December. Again, the journal editors responded flexibly and pushed the peer review process to make results on the Corona virus available quickly.

The CEPS team also remains on the move. Two dissertations were successfully completed and this will once again bring new junior researchers to the CEPS. In addition, a consulting company, Con-Sense, was founded, which is closely linked to the CEPS and will enable a professional transfer of knowledge into practice.

We would like to thank all sponsors, partner organizations and the lecturers for the constructive and successful cooperation. We are looking forward to many more joint projects!



Georg von Schnurbein

P.S.: This annual report provides a compact overview of the CEPS' activities. More detailed information and access to publications or brochures can be found on our homepage www.ceps.unibas.ch.





Scientific Conferences

CEPS team members have participated in the following conferences:

5.7.2020 – 7.7.2020, Convened Virtually

ISTR International Society for Third-Sector Research
5th ISTR PhD Seminar

10.9.2020 – 12.9.2020, Convened Virtually

ESA Economic Science Association
2020 ESA Global Online Around-the-Clock Meetings

21.11.2020 – 23.11.2020, Convened Virtually

ARNOVA Association for Research on Nonprofit Organizations and Voluntary Action
From Climate Change to Social Justice: How Citizens are Re-Shaping Nonprofits and Philanthropy in an Age of Disruption and Transition

25.11.2020 – 27.11.2020, Convened Virtually

GCP Geneva Center for Philanthropy,
University of Geneva, Switzerland
Taxation and Philanthropy

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

In Brief



EUCOR PhD Workshop

In October, the CEPS and the Albert-Ludwigs-University held the second joint workshop for doctoral students on “Methodology in Nonprofit Research”. Four doctoral students presented their dissertation projects online and received feedback from the participants on their theoretical and methodological approach. Another workshop is planned for spring 2021 to further strengthen the exchange between the two research groups, and to give doctoral students further opportunities to present and strengthen their work.



Dedicated to the Sector

On the International Day of Volunteers, Georg von Schnurbein spoke at the traditional thank you ceremony of the Canton of Basel-Stadt about “Volunteering in extraordinary times”. New formats for promoting philanthropy in Basel are being discussed with the Canton’s Volunteer Coordination Office, together with the association “Stiftungsstadt Basel” which unfortunately had to postpone the 10th Basel Foundation Day by one year.



Philanthropie am Morgen

This year's special conditions turned "Philanthropie am Morgen" at which interested parties usually meet locally in Basel and Zurich for discussions over coffee and croissants, into an international event. While the spring issue was canceled, in the fall edition more than 70 representatives of philanthropic organizations joined online to talk about the special relationship between funders and grantees. With guests from Berlin and Vienna, the result was an impressive international coffee round.



Investing with Impact

Together with the Alternative Bank Switzerland (ABS), in August 2020 the CEPS published "Mit Wirkung anlegen: Ein Leitfaden für Stiftungen". The aim of the guide is to answer practice-relevant questions around the topic of impact investing. The publication is supported by a video created by the New Media Center of the University of Basel. The seven steps to impact investing from the guide are summarized in the video in three minutes.



Alumni Survey

In 2020, the CEPS conducted an alumni survey for the 2nd time. It shows that the majority of the 111 graduates surveyed have already attended more than one executive education course at the CEPS. More than ¾ are planning to complete the Diploma of Advanced Studies (DAS) in Nonprofit Management & Law. The respondents choose the executive education at the CEPS because of the compilation of topics as well as the good compatibility with their profession thanks to the modular structure. Were the expectations of the courses fulfilled? With 4.5 out of 5 points, the average agreement to the question whether participants could increase their specialized knowledge is high.



Swiss Philanthropy Studies Workshop

The Swiss Philanthropy Studies Workshop took place for the sixth time, albeit this time in an online format. 16 CEPS Research Fellows, researchers from different universities inside and outside of Switzerland, participated, presented and discussed current research projects. Topics included volunteering in interprofessional care, reasons for ending and resuming volunteering, or the relevance of sustainable investments for NPOs. Almost like in “normal” times, there was also time for exchange and networking.



SwissFundraisingDay and Grantee Review Report

At the SwissFundraisingDay 2020, Alice Hengevoss presented results from the Grantee Review Report. The presentation served as a basis for the subsequent discussion on current developments in the relationship between foundations and their funding partners. Communication and collaboration with foundations are rated as positive by funding partners. Furthermore, the importance of direct contacts as a key success factor for a grant to be awarded was critically discussed.



Yearbook of Charities

For the sixth time, this year's Yearbook of Charities provides an overview of the financial situation of Swiss nonprofit organizations. In addition to the usual analyses, key topics focus on the size of the board and the cantonal and regional distribution of the organizations investigated. The influence of the Covid-19 pandemic on the financial markets is also discussed. The data underlying the Yearbook will be made available interactively from spring 2021 onwards at www.npodatalab.ch.

Research 2020

Philanthropic Performance and Social Benefit

Volunteering and donations are very much shaped by clichés in the public perception. Volunteers are people who take on tasks in the associations, mostly in sports or in the social sector. Donors, on the other hand, respond to donation letters or give whatever can be found in their wallets. Although volunteering and donating are described as prosocial behavior, both clichés contain a clear dose of reactivity. What social pressure is for volunteers, personal solicitation is for donors.

There is an element of truth in every cliché, but there is one primary weakness in above-mentioned clichés: they miss the actual diversity of donating time and money. There are many different forms of volunteering and many reasons why someone does or does not donate. This diversity has been increasingly emphasized by research in recent years. For example, the CEPS is participating in an international research project on «episodic volunteering,» which can be described as short-term or one-time commitment to a good cause. A study on Covid volunteers in Switzerland explores the borderline between formal and informal volunteering, and another publication will analyze paradoxes in dealing with volunteers. The topic of «Reluctant Giving», on which a dissertation is being written in cooperation with the Faculty of Psychology, fits in well with the last project. What motivates donors and what keeps people from giving?





In all these projects and publications, the CEPS does not work alone, but always in cooperation with other researchers from different disciplines. This is our response to one of the few generally accepted findings of research on prosocial behavior in recent decades, namely that one-sided analyses of the social benefits of volunteering and donations are not purposeful. Monetizing volunteering is as insufficient as simply sociologically categorizing donors. Instead, it must be shown that the societal benefits of prosocial behavior are as diverse as volunteering and donations themselves. Perhaps it will then also be possible to achieve concrete measures in politics to support and promote prosocial behavior, as called for in a manifesto by Swiss NPOs at the end of 2020.



Completed Projects

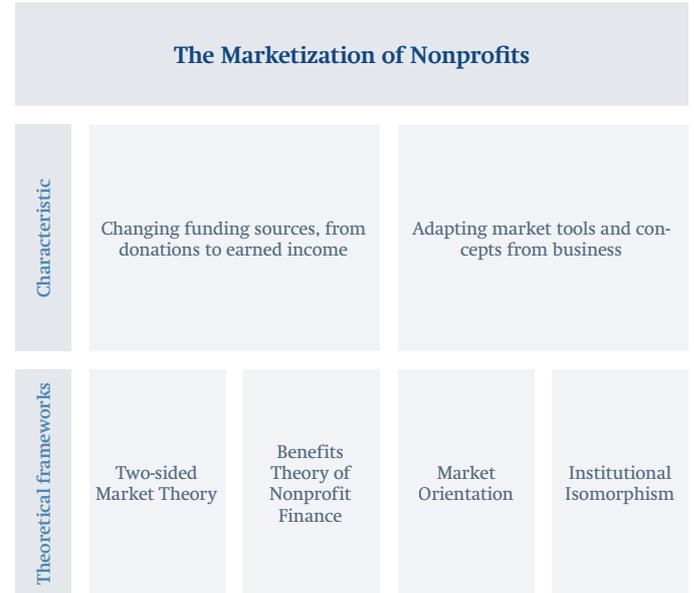
Market Orientation in NPOs

In the context of her dissertation, Sophie Hersberger-Langloh dealt with the professionalization of NPOs; a topic that polarizes both research and practice. The two main features of this process are the increased dependence on earned income instead of donations, and the adoption of tools and practices from the private sector. Often, the fear is expressed that while professionalization can increase efficiency, it dilutes the nonprofit character of an NPO. The dissertation examines different aspects of professionalization, e.g. whether it is professionalization on the service provision side or on the resource side, and the consequences thereof. The analyses are based on data from Swiss NPOs and show that professionalization does not always lead to a loss of mission. For example, the positive effects of professionalization can be enhanced by investments in strategy and professional development of NPO staff.

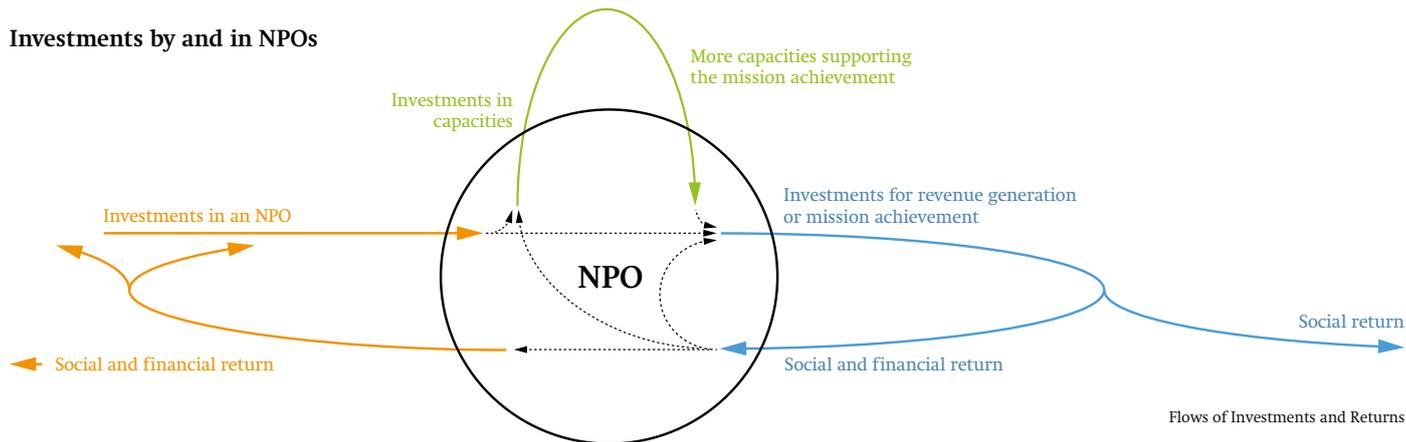
Further information:



Publication: Hersberger-Langloh, Sophie E.:
The Marketization of Nonprofits, CEPS PhD Series No. 2
www.ceps.unibas.ch/en/publications/#c4679



The Marketization of Nonprofits



The research project «NPOs and Investments» was completed in 2020. The resulting dissertation addressed specific questions around investments by and in NPOs on the basis of four scientific contributions. The first paper highlights the topic of impact investing, i.e. investments by NPOs. The other three articles are devoted to the topic of capacity investing, i.e. investment by NPOs in their own development. Capacities help NPOs pursue their mission. Since in the context of NPOs many relevant aspects are not represented by cash flows, the analyses focuses on investments (capacities) and returns (organizational performance) that go beyond such cash flows. The three articles focus on two overarching questions: What are the drivers behind investments in

capacity and what effects do they have on organizational performance? The figure above shows a model that depicts both monetary and non-monetary investment flows in NPOs.

Further information:

Publication: Stühlinger, Sara:
Investments in NPOs, CEPS PhD Series Vol. 3
www.ceps.unibas.ch/en/publications/#c4679



Scientific Publications



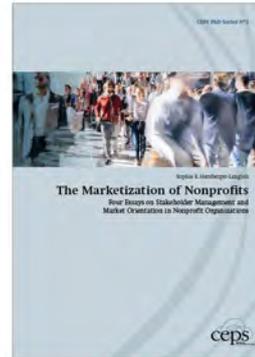
- 3 Monographs
- 5 Scientific articles in peer-reviewed journals
 - Journal of Nonprofit & Public Sector Marketing
 - Nonprofit Management and Leadership
 - Nonprofit and Voluntary Sector Quarterly
 - Sustainability
 - Voluntary Sector Review
- 7 Articles in collected editions
- 10 Articles in newspapers and other journals
- 2 Working Papers

Total publications:

27



Complete publication list:
www.ceps.unibas.ch/en/publications



CEPS PhD Series No. 2
The Marketization of Nonprofits
• Sophie E. Hersberger-Langloh



CEPS PhD Series No. 3
Investments in and for Nonprofits
• Sara Stühlinger



CEPS Forschung & Praxis – Vol. 22
Gelingender Einsatz von Freiwilligen in der interprofessionellen Versorgung

- Georg von Schnurbein
- Florian Liberatore
- Eva Hollenstein
- Nicholas Arnold



Leitfaden
Mit Wirkung anlegen. Ein Leitfaden für Stiftungen

- CEPS
- Alternative Bank Schweiz



CEPS Forschung & Praxis – Vol. 21
Der Schweizer Stiftungsreport 2020

- Beate Eckhardt
- Dominique Jakob
- Georg von Schnurbein



Jahrbuch der Hilfswerke 2020

- Luzius Neubert
- Sara Stühlinger
- Mirielle Wyss
- Georg von Schnurbein

Executive Education

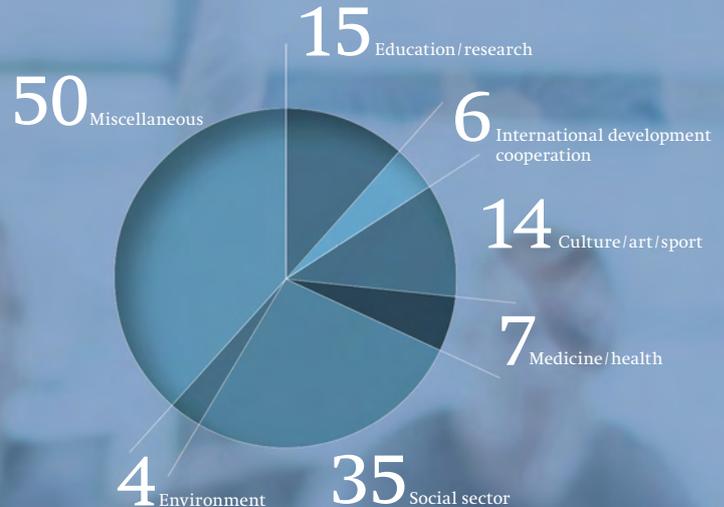
Diversifying on-screen training

On-screen training is a challenge for everyone. But some of it is also fascinating and exciting. With the goal of not simply forcing our participants to spend endless hours in front of a screen, but rather to convey and discuss knowledge in a fun and varied way, formats such as virtual World Cafés or Prezi group work were created, which showed that executive education via Zoom can be very engaging. The CEPS team itself learned a lot about online formats and the feedback from the participants was very positive.

Participant satisfaction in executive education

97% of participants are happy with the training and course contents (very good or good).

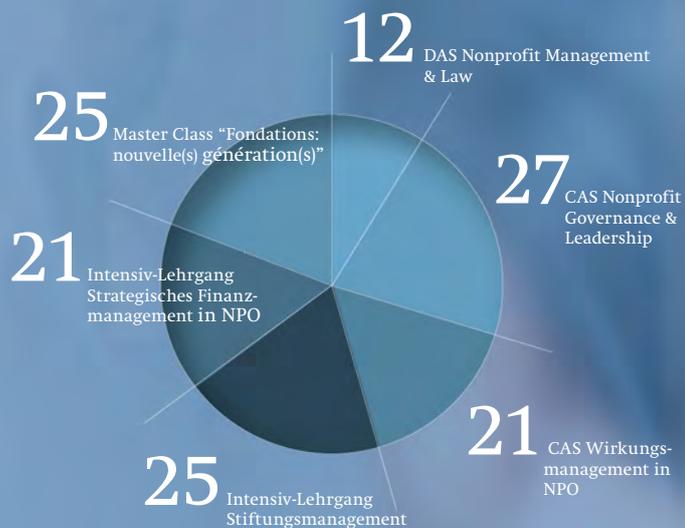
Sector of origin of executive education participants



Number of executive education days:

848

Number of course participants



Lecturers



All events

Courses Executive Education:	131
Seminars and Workshops:	204
Total Participants (all events):	335

Number of course participants:

131

www.ceps.unibas.ch/en/executive-education



Lectures

On the transition to digital in teaching – opportunities, measures taken, evaluation

Due to the lockdown in March 2020, teaching at the University of Basel moved to digital platforms. This situation largely continued in the fall term, as cases increased once again, although at the beginning of the term some in-class lectures had been possible. Despite these circumstances and the move to online formats, the students reported high satisfaction levels with the courses delivered by the CEPS – not least because digital formats allowed us to include guest speakers from different countries and we were able to offer students greater flexibility by providing recorded video lectures.

Guest speakers in lectures

- **Michael Bzdak**
Global Director of Employee Engagement, Johnson & Johnson, New Jersey, USA
- **Max von Abendroth**
Executive Director, Donors and Foundations Networks in Europe, Brussels

Number of students (in university lectures): **302**

Spring term 2020

- **Nonprofit Management** (Lecture)
Lecturer: Dr. Tizian Fritz (replacing Prof. Dr. Georg von Schnurbein, who was absent on his research semester)

Number of Students: **198**/149 (previous year)
- **Stiftungs-, Vereins- und Gemeinnützigkeitsrecht** (Lecture)
Organized by “Fachbereich Privatrecht” at the Faculty of Law of the University of Basel. Number of Students: 6 (previous year 7), Lecturer: Dr. iur. Roman Baumann Lorant

Number of Students: **6**/7

Fall term 2020

- **Foundation Management and Corporate Philanthropy** (Lecture)
Evaluation and satisfaction level of students: The students (N=10) evaluated the lecture at an average of 5.2 and 100% would recommend the colloquium to other students.

Number of Students: **72**/75, Evaluation: **5.2**
- **Corporate Social Responsibility** (Colloquium)
Evaluation and satisfaction level of students: The students (N=17) evaluated the lecture at an average of 5.4 and 100% would recommend the colloquium to other students.

Number of Students: **20**/20, Evaluation: **5.4**
- **Nonprofit-Organisationen & -Management** (Bachelor seminar)
Evaluation and satisfaction level of students: The students (N=6) evaluated the lecture at an average of 5.2 and 100% would recommend the seminar to other students.

Number of Students: **6**/18, Evaluation: **5.2**

Short summary of two studies (in German)

- **“Konjunkturbarometer 2020 – Eine Trendanalyse des Schweizer NPO-Sektors”**

Author: Yorick Kirnbauer

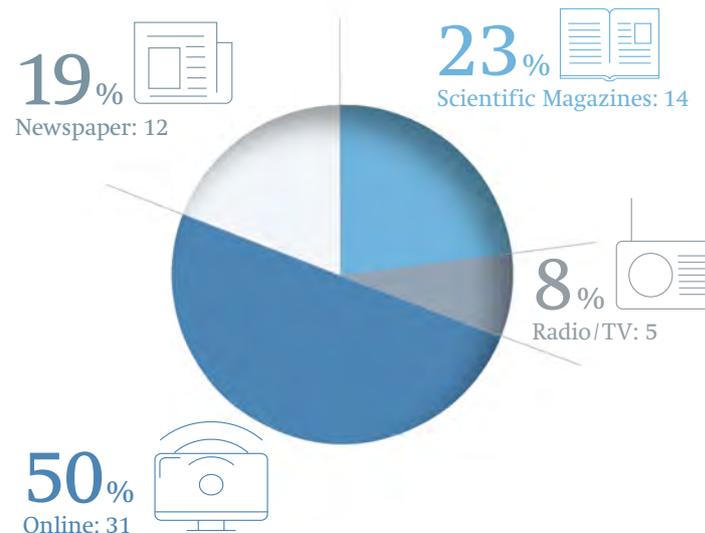
Since NPOs can draw on different financing and resources (e.g. volunteer work) than traditional companies, they are subject to cyclical fluctuations that have hardly been studied so far. A survey was therefore conducted to ask Swiss NPOs about current and future challenges from their perspective, as well as the impact of the Covid pandemic. The biggest current challenges include generating funds as well as maintaining financial stability. The detailed results will be published this year in the CEPS Research & Practice series, including a comparison with the results of the survey performed in 2017.

- **“Motive und Herausforderungen der Fusion von NPOs”**

Author: Claudia Markovic

Since the mid-1990s, an increasing number of mergers between NPOs can be observed in Switzerland. In this thesis, the author investigates what prompts NPOs to merge and what challenges the merging NPOs have to overcome in the process. The literature review shows that the strengthening of the market position and the use of synergies and associated cost reduction induce NPOs to merge. The main challenge is to build trust among the partners within the merger, and to find consensual solutions. The findings from the literature were validated with case studies.

Media



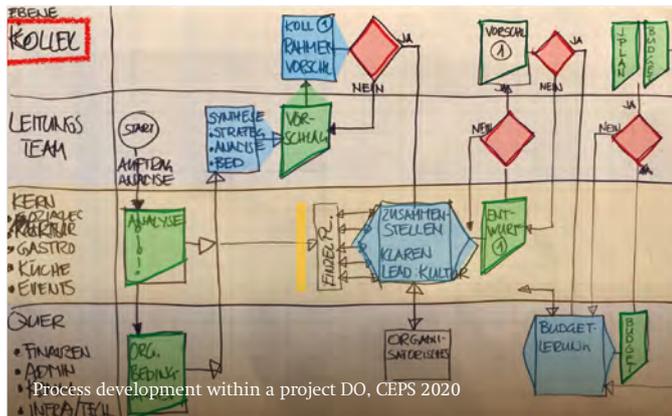
Total media contributions:

62

For Ears and Eyes – Media Coverage of CEPS 2020
www.ceps.unibas.ch/en/about-us/media-report



Transfer into Practice



Practice Transfer with Professional Structures

Since its foundation, the CEPS has seen itself as a hub between science and practice. The knowledge generated in research is processed in such a way that it can be applied to practice. Research on the professionalization of NPOs, financial management, or the relationship between funders and grantees provides important information for the further development of existing organizations and the future development of the nonprofit sector.

In 2020, we were involved in various practice projects, ranging from strategy consulting to the development of an organizational structure to feasibility studies. Practice projects are not part of the

core mission of a research institute at a university. The time that junior researchers spend at the CEPS is naturally limited. This poses challenges, when it becomes necessary to support an organization over several years, e.g. in impact evaluation or organizational development. The competencies and knowledge for practice will therefore be provided in the future via an independent unit. As of March 2021, Con-Sense Philanthropy Consulting will offer research-based support as a spin-off of the CEPS. Committed to social entrepreneurship, the company will certify itself as BCorp, and sees itself as a bridge builder between NPOs, foundations, and other civil society actors. In line with SDG 17 “Partnership for the goals”, Con-Sense wants to be a collaboration broker, i.e. bring together different actors to better coordinate their work.

In the future, the CEPS practice transfer will focus more on publications, data analysis and evaluation, as well as commissioned studies.

www.ceps.unibas.ch/en/transfer-into-practice



Three Questions to ...



Manuela Balett

DAS in Nonprofit Management & Law (ongoing); Executive Director, Leopold Bachmann Foundation

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

When I took over the management of the Leopold Bachmann Foundation two and a half years ago, I was confronted with questions and uncertainties about foundation management. At that time, I decided to get the Diploma of Advanced Studies (DAS) in Nonprofit Management & Law from the CEPS. Not only did I find a suitable academic program, but I was also able to get a lot of input from experts and participants with a lot of professional experience during the course of my studies. Looking back, this was very enriching for me and my organization.

What have you already been able to apply specifically?

The foundation I work for is going through an intensive process of change at a strategic and operational level. I have already been able to apply a lot of inputs from the CEPS courses and e-learning. During the executive education, I was encouraged to be courageous, to push forward with decisions and to rethink and change old processes and structures. The practice-oriented examples helped me to do this. Specifically, I have, among other things, built up a team in the program area, developed the regulations

for facilities and personnel, and revised the internal control system. Furthermore, we are currently dealing with issues of impact management, which were covered very comprehensively in the CAS Wirkungsmanagement in NPO (Impact Management).

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

Foundations are actors in civil society and as such they invest in it. Fears that are brought to our attention are divisions within civil society, lack of prospects for young people, eroded landscapes and the weakening of democratic systems. As funders in the nonprofit sector, can we send bold signals that we value a strong civil society in a healthy environment?

The nonprofit sector is extremely diverse, with some incredibly great developments happening. In sharing and learning with our partners, we have a valuable asset in dealing with challenges of today and tomorrow. Are we able to make the best use of creativity and agility?

The Leopold Bachmann Foundation often promotes projects at the intersection of regenerative land management systems and value chains. Data handling is a big issue. When small farmers feed data into a system that helps them gain more know-how and sell their products, the data usually belongs to private individuals. Our question to ourselves is, how far our investments can go in this regard?

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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.

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 in Switzerland and beyond.

Impart knowledge We support the development of philanthropy by means of university lectures, executive education programs, coaching, and information services. Foundations and other nonprofit organizations benefit directly from our work.

Educating Talents since 1460.

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