



University
of Basel

Center for
Philanthropy Studies



Researching and Accompanying Transformations

Annual Report 2022





IMPRESSUM

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The report is also available in French and German.

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Participants of the seminar Better Foundation Governance

Researching and Accompanying Transformations

“Small gifts preserve friendship” is a well-known German saying. In a research project, we are currently dealing with small contributions, which we call nano philanthropy. Terms such as “microvolunteering” or “clicktivism” have become established in recent years: With small contributions from many people, something big is supposed to be achieved together.

In Switzerland, this effect could be experienced in practice during the Migros vote on alcohol sales: With one click, people supported a petition of the Blue Cross and were later informed about the results directly by email. We wonder what impact it will have on philanthropy in general if the contributions of individuals become smaller and smaller. On the one hand, it allows more people to participate, but it may also change expectations of gratitude and attention for the deed.

The impact of our work at CEPS can also often only be measured in nanoscale terms. It is citations of research papers or when a course participant is able to translate the content directly into added value for their NPO. Our contribution may be only a small component in each case, but perhaps it was just the right impulse at the right time. Last year, we closed the gap for the new master’s program with the CAS Nonprofit & Public Management, so that in the summer of 2023, the first participants will be able to complete the master’s module.

We were also pleased that a course on foundation management could be held again after the Corona break. Finally, the seminar

“Better Foundation Governance” is becoming a point of attraction for existing and interested foundation board members.

In research, the team succeeded in publishing articles in all three major NPO journals last year: Nonprofit & Voluntary Sector Quarterly, Nonprofit Management & Leadership, and Voluntas. This illustrates the high level and diversity of topics in research at CEPS. The new field of “applied research” was created with the aim of conducting more contract research at the interface between research and practice. A first important commission is the implementation of a remuneration study among members of the foundation board and employees in grant-making foundations. This is against the backdrop of the new legal obligation to disclose compensation as of January 1, 2023.

We would like to thank all sponsors, faculty, project partners, and research partners for their support and cooperation. Ultimately, our work is only possible thanks to the participation of many others.



Georg von Schnurbein

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





Seminar Better Foundation Governance

Scientific Conferences

CEPS team members have participated in the following conferences:

- 28. – 29. 4. 2022, Budapest, Hungary
COST-Action PROFEEDBACK
 Evaluation of Public Policy Responses to “Black Swans”
 (crises like COVID-19)
- 6. – 10. 6. 2022, Copenhagen, Denmark
EES European Evaluation Society Conference
 “Evaluation at a Watershed: Actions and Shifting Paradigms for Challenging Times”
- 12. – 15. 7. 2022, Montreal, Kanada
ISTR International Society for Third-Sector Research
 “Navigating In Turbulent Times: Perspectives and Contributions from the Third Sector”
- 1. – 2. 9. 2022, Fribourg, Switzerland
SEVAL Kongress
 “Von der Bewertung zur Methode ... und zurück”
- 22. – 23. 9. 2022, Turin, Italy
AGAPE – International Philanthropy Research Conference 2022
 “Exploring a COST Action Proposal on European Philanthropy”
- 8. – 9. 12. 2022, Frankfurt a. M., Germany
“Geld sucht Geist” Symposium

In Brief



Stiftungsreport 2022

The Stiftungsreport of CEPS, SwissFoundations, and the Center for Foundation Law of the University of Zurich is the reference source for the development of the Swiss foundation sector. The data, based on the NPO Data Lab from CEPS, is frequently cited in media, political statements, and presentations. Additionally, the Stiftungsreport offers new and interesting insights into current debates in the foundation sector every year.

→ stiftungsreport.ch



New Publication Strategische Philanthropie

Published in 2022, “Strategische Philanthropie” offers a practical and concise guide to impact-oriented implementation for all those involved in philanthropy. Peter Frumkin and Georg von Schnurbein define five challenges to consider if engagement is to be more than a fleeting donation. These challenges include clarifying the temporal scope of a commitment, articulating the desired impact, and matching the donation with the identity and personal style of the giver.



International Lectures

CEPS is also in demand internationally! At the invitation of the Mission du Mécénat des Ministre de la Culture, Georg von Schnurbein participated in a panel discussion in Paris on the topic of “Ethique et risque de fondations”. In Frankfurt, he was invited by the Central Council of Jews and the Fundraising Academy to give a keynote speech on the conference topic “Money Seeks Spirit”. Oto Potluka was a guest at a COST Action meeting on policy responses to crises such as COVID-19, among others. He was also invited to Fribourg as an expert on the topic “From Evaluation to Method ... and back”.



Prof Tobias Jung, University of St Andrew

AGAPE International Philanthropy Research Conference

The philanthropy sector in Europe is diverse, which can make collaboration across national borders challenging. In September, CEPS participated in the International Philanthropy Research Conference in Turin. The conference brought together researchers and practitioners from the philanthropy sector in Europe. The aim was to jointly develop a COST Action proposal to strengthen the philanthropy sector in Europe. Proposed solutions for better networking and effective collaboration between actors within Europe were discussed.



EUCOR PhD Seminar

In October, a joint EUCOR workshop was held for doctoral students from CEPS and Albert-Ludwigs-Universität Freiburg on research methods and publication strategies. The debate addressed possible methodological problems in the social sciences, such as selection bias, and presented methods for dealing with these problems. In addition, participants discussed aspects such as writing processes, writing organization, and the selection of suitable journals, which are necessary for a successful publication strategy.



Public Lecture

"Do Good or Better Not?" was the title of our lecture series in the fall semester. In eight lectures and the final discussion, we examined the current debate about the criticism and recognition of philanthropy from the perspective of various disciplines. It was a great honor to have Helmut Anheier, Michael Meyer, Philippe Tobler, Andrea Opel, and Sandro Cattacin in Basel. They were complemented by contributions from Robert Labhardt, Alice Hengevoss, and Georg von Schnurbein. The panel discussion with Pascale Vonmont, Miriam Staub-Bisang, Suba Umathevan, and Conradin Cramer was the crowning event. The contributions will be published in a book in August 2023.



ISTR Montreal

In July, the 15th ISTR Conference was held in Montreal. The main theme of the event was “Navigating In Turbulent Times: Perspectives and Contributions from the Third Sector”. With our research projects, CEPS was able to contribute to the scientific discussion on developments in the philanthropy sector. The first on-site conference in two years was a good opportunity to strengthen the exchange with the international research community and to pick up new ideas for research projects.



Lecturer's Get Together

The lecturers are a crucial factor in the success of executive education. Unfortunately, due to the Corona pandemic, the fourth Lecturers' Get Together could not take place in 2021. However, it was successfully held on June 23, 2022, in the courtyard of the Antikenmuseum Basel, providing a wonderful ambiance to express gratitude to the lecturers and celebrate together. About 30 guests participated in the event, which offered an opportunity to learn about developments in CEPS executive education, and to network and exchange ideas in a convivial atmosphere.

CEPS Research

Substantiated Understanding of Solutions for Tomorrow

Research at CEPS is mostly based on data that we either collect ourselves or use from existing databases. By “data” we mean not only numbers, but also other forms of information, such as interviews or texts. What text analysis can do today became known to the general public at the latest through the hype surrounding “ChatGPT”, a chatbot that can write letters and essays, but also summarize or interpret existing texts. The technology behind ChatGPT is called Natural Language Processing (NLP) and includes various forms of machine-assisted text analysis. At CEPS, we also use NLP for research projects, as well as for practical applications. For example, thanks to a grant from the Gebert R uf Foundation, we are currently developing a “smart” search function for the Swiss Foundation Code. Even though the data we use is mostly historical, with the right methods, insights, and recommendations can be drawn from it for the future development of the NPO sector. In the past year, we have published several publications on volunteering that address current developments in volunteering. These publications deal with the trend towards short-term assignments, the expectations of volunteers, and the demarcation problems between full-time staff and volunteers.

In addition, individual studies were published on the responsibility of international NGOs towards donors and beneficiaries, as well as on the relationship between NPOs and companies. They





were based on dissertation projects. Funding was also successfully obtained for a trinational cooperation between Basel, Mulhouse, and Freiburg/Brsg. to jointly investigate the foundation landscape of the Upper Rhine region. As in the previous year, the CEPS research team succeeded in publishing in all three major third sector research journals in 2022. We aim to maintain this standard for our own research in the future and, at the same time, not lose sight of the practical implementation of the research results.

→ ceps.unibas.ch/en/research



Completed Projects

Sunset Foundations – When the MAVA Foundation offered CEPS the opportunity to scientifically accompany its closure – its “sunset” – it was clear that this would be a unique opportunity. In a scientific article, a typology of different “sunset strategies” was developed to help leaders in consumer foundations make strategic decisions. The typology has already been applied in the development of a sunset strategy for a large English foundation. The results are now being developed into a guide for practitioners.

Four strategic patterns of sunset foundation

		EXOGENOUS TRIGGERS	ENDOGENOUS TRIGGERS
Dominant logic	Need-assessment focused <i>(What do grantees needs?)</i>	<ul style="list-style-type: none"> • Economic recession • Urgent societal problem • Death of founder • Legal authority 	<ul style="list-style-type: none"> • Strategy assessment • Short organizational life span • Next generation • Economic recession
	Resource focused <i>(What are the remaining resources to spend?)</i>	Urgency responder	Impact accelerator
		Fade-out	Resource spender

Networks Health Policy – Supranational organizations such as The Global Fund have become important players in international development cooperation. In this study, the connections of the members of the committees of ten supranational NPOs were analyzed. The results show that a complete network emerges through these connections, but it depends mainly on a few lower-level positions. Consciously addressing the connections can improve the governance of the organizations.



<https://mava-foundation.org/all-good-things-come-to-an-end-but-how>



Perez, M./ von Schnurbein, G./ Gehringer, T. (2022), **Mitigating health policy fragmentation through interlocks. The networks between American and Swiss public-private partnerships**, *Health Policy*, online first: <https://doi.org/10.1016/j.healthpol.2022.08.013>

Nonprofit Leadership in Urban Development – The study in the Upper Rhine region paints a positive picture among NPOs in cross-border cooperation. 252 NPOs participated in the quantitative study and the results show that only legal obstacles were perceived as significant barriers to cross-border cooperation. Language skills or economic interests were not identified as critical. These obstacles can be overcome with the help of partner organizations. Despite this positive view of cross-border cooperation, NPOs still focus mainly on their local target group.



Potluka, O. & Schubnell, L. (2023). **Non-profit Organizations and Territorial Cohesion: The Case of Cross-Border Collaboration**. in Medeiros, E. (ed.) Public policies for territorial cohesion, Springer Nature doi: 10.1007/978-3-031-26228-9

Applied Research / Knowledge Transfer

“Jahrbuch der Hilfswerke”

In 2022, the “Jahrbuch der Hilfswerke” also included organizations that were no longer Zewo-certified for the first time. The Zewo seal of approval seems to ensure transparency, as less information was available online for organizations that were not certified compared to the certified ones. The evaluation of the annual accounts showed that the operating income increased again after the pandemic. However, volunteer work decreased compared to the last survey in 2016.

Foundation Studies Canton Basel-City & Canton of Zurich

For Basel and Zurich, the CEPS worked on an overview of the diversity and commitment of the two foundation sectors this year. Basel-City has the highest foundation density, while Zurich has the absolute largest number of foundations in Switzerland. The aim of the studies was to show the current status quo of the two foundation sectors, outline developments and trends for the coming years, and derive recommendations for further development of the two sectors.



You can find the foundation study on Canton Zurich here: https://www.zh.ch/content/dam/zhweb/bilder-dokumente/organisation/volkswirtschaftsdirektion/awa/dokumente/Stiftungsstandort_Studie.pdf

NPO Data Lab at CEPS

Since 2015, CEPS and PPCmetrics have been collecting data on Zewo-certified non-profit organisations in Switzerland and publish them in the annual publication “Jahrbuch der Hilfswerke”. With the NPO Data Lab, this data is now available in an interactive format and can be analyzed and modelled by users according to their needs. The NPO Data Lab is updated annually and was made possible by the Gebert RUF Foundation.

Restoring Swiss culture after the pandemic

In collaboration with Fondation Lombard Odier, CEPS produced a study on the consequences of the COVID-19 pandemic on the Swiss cultural landscape, with support from Regula Wolf from Con-Sense. The study highlights five key trends that have come into the spotlight: digitalization, environmental sustainability, social security for cultural sector workers, fair practices, and cultural participation. Finally, seven recommendations are formulated on how funding agencies and other donors can contribute to building a resilient cultural sector after the pandemic. The study was presented at events in Geneva and Basel.



The study can be downloaded here: https://www.lombardodier.com/files/live/sites/loportail/files/news/2022/december/20221216/Culture%20Report_DE_WEB.pdf

How is CEPS research used?

The research activities of CEPS aim to improve the scientific basis of philanthropy and actively shape the discourse between science and practice. This strengthens the practical work in the field of philanthropy, and the research activities provide direct benefits for foundations and non-profit organizations. A successful example of how CEPS research can be made easily accessible to practitioners is the podcast of the ESSEC Philanthropy Chair at the internationally renowned ESSEC Business School. Anne Monier takes up the main ideas of the article “Contemporary Philanthropy in the Spotlight: Pushing the Boundaries of Research on a Global and Contested Social Practice” by Georg von Schnurbein, Martha Rey-Garcia, and Michaela Neumayr and summarizes them for practitioners. The podcast is available in French and can be accessed via the QR code listed below.


<https://link.springer.com/article/10.1007/s11266-021-00343-9>



<https://chaire-philanthropie.essec.edu/ressources/podcasts/la-philanthropie-en-question-s/recherche-philanthropie>



Post of the Year



MAVA Foundation

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With increasingly pressing societal and environmental issues such as climate change, more founders choose to establish foundations whose existence is limited in time – so called sunset foundations – in order to focus on timely impact.

In order to learn more about our own approach to sunsetting, we approached the [Center for Philanthropy Studies \(CEPS\) - Universität Basel](#) with the idea that they could follow our process of organisational closure from a researcher's perspective.

So which strategic approach did we follow with our sunset? Read the blog by Prof. Dr. [Georg von Schnurbein](#) and Dr. [Alice Hengevoss](#) from the CEPS at the University of Basel.

<https://lnkd.in/eDEX7mCE>



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Executive Education Programs

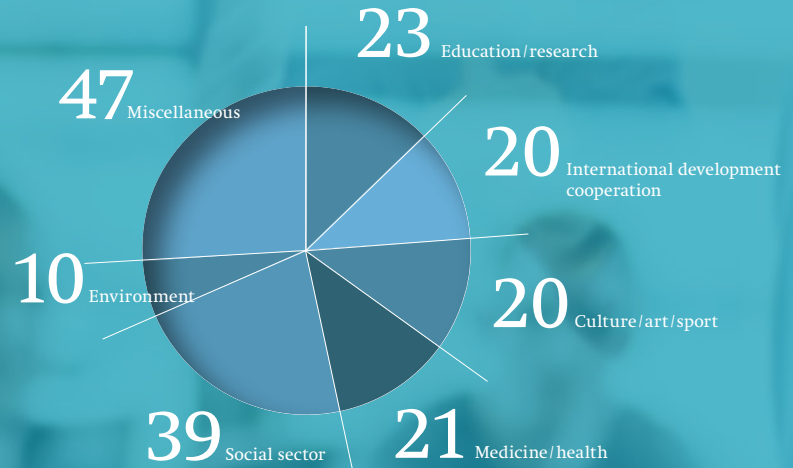
Record year for the DAS exams

The CEPS DAS exam take place twice a year. On average, nine candidates have passed the exam each year since 2011. With 15 successful DAS exams, 2022 is a record year. The DAS degree is also a prerequisite for the expansion of the CEPS continuing education program to the MAS in Nonprofit Management & Law, and we are pleased that several of this year's examinees have already decided to continue their postgraduate studies. We would like to congratulate all participants on their success!

Quality and satisfaction with the executive education program

100% of the participants are satisfied with the training in the courses (very good or good).

Sector of origin of executive exam participants



Number of executive education days:

1133*

* Participants x days of training

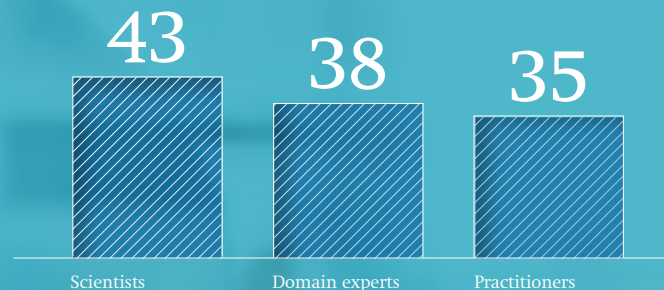
Number of course participants



Number of course participants:

158

Lecturers



All events

Courses Executive Education:	180
Massive Open Online Course (MOOC):	450
Seminars and Workshops:	53
Total participants (all events):	683



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



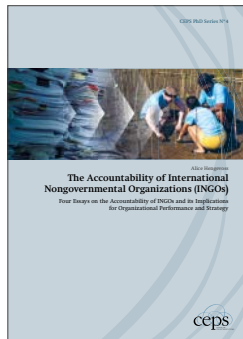
Strategische Philanthropie
Peter Frumkin,
Georg von Schnurbein



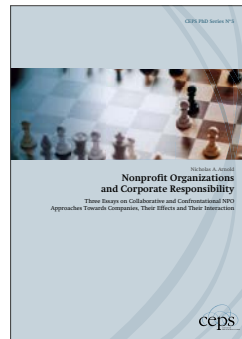
CEPS Forschung & Praxis – Vol. 28
Der Schweizer Stiftungsreport 2022
Lukas von Orelli, Julia Jakob, Dominique Jakob,
Georg von Schnurbein



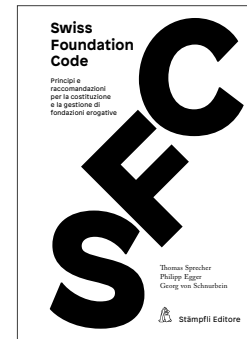
Jahrbuch der Hilfswerke 2022
Michael Lussi, Dominik Meier, Luzius Neubert,
Georg von Schnurbein



CEPS PhD Series – Vol. 4
**The Accountability of International
Nongovernmental Organizations (INGOs)**
Alice Hengevoss



CEPS PhD Series – Vol. 5
**Nonprofit Organizations and Corporate
Responsibility**
Nicholas A. Arnold



Swiss Foundation Code, Edizione 2021
Thomas Sprecher, Philipp Egger,
Georg von Schnurbein

Scientific Publications



- 8 Scientific contributions in peer-reviewed journals
- 6 Monographs
- 1 Working Paper
- 3 Articles in collected editions
- 2 Other publications (Research reports)
- 3 Articles in newspapers and other journals

Total publications:

23

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



Lectures

Entrepreneurial thinking in focus

Last year, the Faculty of Business and Economics revised and modernized its Master's program. Instead of a single "Master in Business and Economics", another four specific master's programs were developed. In the "Business and Technology" master's program, management is combined with current digital developments and the data-driven methods of analysis. The new program has also upgraded the teaching of CEPS, as the master lectures are now part of the core area of this master. In addition, a new lectureship on "Entrepreneurship" was awarded to Dr. Sophie Hersberger-Langloh, in which social entrepreneurship is also covered. As in the courses on corporate responsibility, the aim is to provide students with a theoretically well-founded introduction to new types of business models, leadership concepts and management ideas.

Spring term 2022

- **Introduction to Corporate Responsibility** (Lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE SUPERVISION: Lucca Nietlispach
Number of students: **82** / 85
- **Nonprofit Management** (Lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE SUPERVISION: Mira Röseler
Number of students: **168** / 191
- **Vertiefung Privatrecht: Stiftungs-, Vereins- und Gemeinnützigkeitsrecht** (Lecture)
LECTURER: Dr. Roman Baumann Lorant
Number of students: **2** / 6

Fall term 2022

- **Ringvorlesung Gutes tun oder besser lassen?** (Public lecture)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE SUPERVISION: Lucca Nietlispach
Number of students: **91**
- **Corporate Responsibility** (Colloquium)
LECTURER: Prof. Dr. Georg von Schnurbein, LECTURE SUPERVISION: Noam Suissa
Number of students: **21** / 22
- **Nonprofit-Organisationen und -Management** (Bachelor seminar)
LECTURERS: Prof. Dr. Georg von Schnurbein und Dominik Meier
Number of students: **9** / 7

• Summary of two contributions

Marlene Erne, “NPO-Aufmerksamkeitsökonomie bei Trauerspenden”

The thesis examined donation appeals in funeral advertisements and found that economic, political and sociological events influence whether the funeral advertisement contains a donation appeal for NPOs.

Leon Henrik Bahnemann, “Analyse der Spendenmärkte Deutschland, Österreich und Schweiz – Zählt Österreich zu den ‘Spenderländern?’”

In contrast to Switzerland and Germany, Austria has not been considered a “donor country” in the past. The thesis shows in a multi-layered comparison that Austria still lags significantly behind the donation figures of Germany and Switzerland.

• Einführung in das Unternehmertum und die Unternehmensgründung (Lecture)

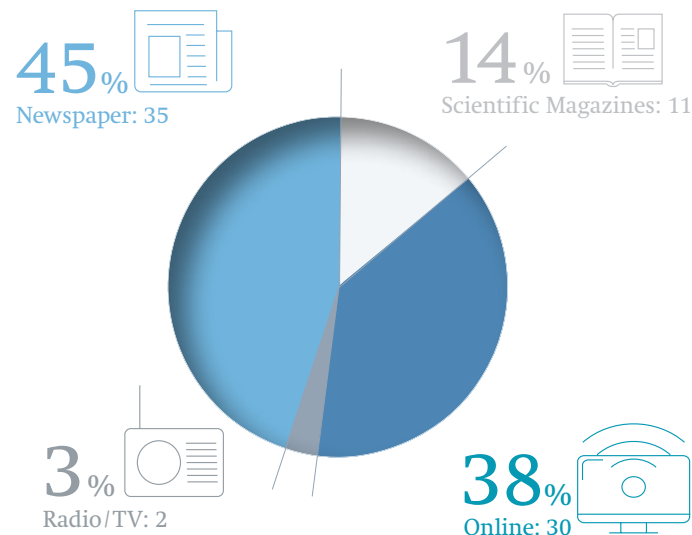
LECTURER: Dr. Sophie Hersberger-Langloh

Number of students: **115** / 117

Guest speakers in lectures

- **Domenico Sposato**, Executive Director Caritas beider Basel
- **Gaby Ullrich**, Head of Fundraising, Mission21
- **Marcel Braun**, Novartis AG
- **Helmut Anheier**, Prof. Dr., Hertie School of Governance
- **Michael Meyer**, Prof. Dr., Vienna University of Economics and Business
- **Robert Labhardt**, Dr., Association Stadt.Geschichte.Basel
- **Sandro Cattacin**, Prof. Dr., University of Geneva
- **Philippe Tobler**, Prof. Dr., University of Zurich
- **Andrea Opel**, Prof. Dr., University of Lucerne
- **Alice Hengevoss**, Dr., CEPS

Media



Total media contributions:

78

MedFor Ears and Eyes – Media Coverage of CEPS 2022
www.ceps.unibas.ch/en/about-us/media-report



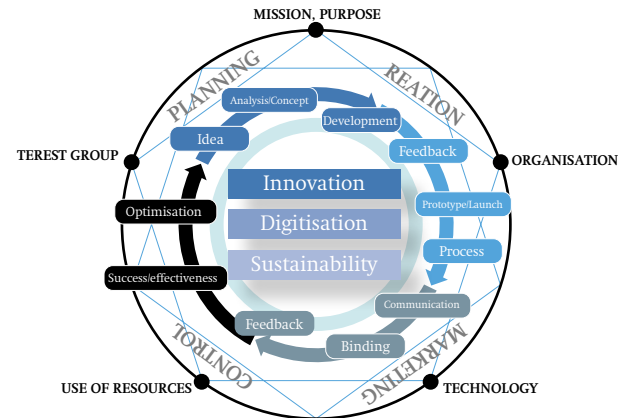
Nonprofit & Public Management – a new CAS at CEPS

At the beginning of 2022, the first CAS Nonprofit & Public Management started at CEPS. This certificate course complements the existing executive education program with topics in the area of value creation of NPOs and is an integral part of the Master of Advanced Studies in Nonprofit Management & Law. The focus is on the performance of NPOs as a process. Particular emphasis is placed on understanding the role that politics and public administration play and optimizing collaboration with the public sector.

Just as every other CAS of CEPS, the one in Nonprofit & Public Management is modular. What is special, however, is that the first module is designed in an interactive online format. Thus, the basics about value-based management in NPOs, innovation management and digitalization in NPOs are first developed. Participants benefit from the flexibility of self-study in terms of time and content, as well as from the opportunity to exchange ideas online at regular intervals with their fellow students and the course director.

With this common basis, the participants then meet in person in the other modules, which allows them to work together on case studies in greater depth and to network with each other and with lecturers from research and practice.

Thus, the new CAS in Nonprofit & Public Management also offers the proven advantages of CEPS executive education by linking the knowledge of researchers, experts and lecturers from the field and



Service provision as a process

Course concept CAS Nonprofit & Public Management

allowing participants to transfer this knowledge directly into their professional environment. This is also confirmed by the alumni of the first course.

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



3 questions to...



Martina Isler

DAS in Nonprofit Management & Law (ongoing),
Deputy Managing Director Regional Nature
Park Schaffhausen

Why did you decide to participate in this executive education?

After about three years as head of tourism in the Regional Nature Park Schaffhausen, I was also able to take on the deputy management of the association in January 2021. This new task offers both opportunities and challenges. In order to do justice to the team and the nature park in my new role, I wanted to acquire additional know-how in the areas of leadership and NPO management. In my search for a suitable executive education program in Switzerland, I quickly decided on the DAS Nonprofit Management & Law by CEPS at the University of Basel. The combination of practical content and the compact structure of this course convinced me.

Has your organization already benefited from it?

The course is very practice-oriented, and during the course, examples from the participants' working environment are always

dealt with and discussed. In addition, practical examples from one's organization are dealt with in-depth in the work portfolios. My organization clearly benefits from this. Participation in the executive education creates a suitable framework to deal with the challenges of everyday work and to question and optimize existing processes and structures. It also helps that we are accompanied by experts from the respective areas. Otherwise, there is often too little time for this.

When you think about the NPO sector, where do you currently see particular opportunities?

The NPO sector is in the middle of a wave of professionalization. Topics such as economic efficiency, legitimacy, governance, but also digitalization and specialization are gaining relevance and are driving changes in the sector. What may initially mean extra work for the respective organization will, I think, lead to more efficiency in the daily work of NPOs in the long run and further strengthen the credibility of the sector in the eyes of the public and donors. Especially in times of crisis, when war, pandemics, and political tensions shape the daily lives of millions of people around the world, it becomes clear once again that NPOs are indispensable for the care, well-being, and security of people worldwide.

Team



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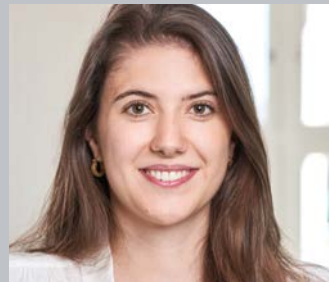
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Mia Kirsch
Anja Rogenmoser
Mira Röseler

Promotion Prof. Dr. Georg von Schnurbein

Prof. Dr. Georg von Schnurbein has been promoted by the University Council to Full Professor as of August 1, 2022. We warmly congratulate our founding director Georg von Schnurbein on his promotion to Full Professor at the Faculty of Economics of the University of Basel. Since its foundation 14 years ago, Georg von Schnurbein has shaped CEPS into a leading interdisciplinary research institute on philanthropy and nonprofit management.



CEPS Board

- **Michael Beckmann** Prof. Dr., Faculty of Business and Economics at the University of Basel, Department of Human Resources and Organization
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- **Markus Mader** ex. Director Swiss Red Cross
- **Michael Meyer** Prof. Dr., Head of the Institute for Nonprofit-Management at WU Vienna (University of Economics and Business)
- **Andrea Opel** Prof. Dr., Professor for Tax Law, University of Lucerne
- **Lukas von Orelli** Dr., Director VELUX STIFTUNG, President of SwissFoundations
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- **Pascale Vonmont** Dr., Director Gebert Rüt Stiftung



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