

Acquisition of Third-Party Funding

New study provides data on the promotion of research and science in Germany



Under the direction of Prof. Dr. Kathia Serrano Velarde the sociology of science-related project 'The way we ask for money... A qualitative study on the changing funding application practice in the scientific sector' considered the question of third-party funding application from a historical-comparative perspective. The research results reveal that the application process is constantly being standardised and that the focus is increasingly on the researchers, who apply for funding. Moreover, this historically oriented study also demonstrated that in Germany foundations dedicated to the promotion of research have been decisively involved in the structuralisation and shaping of the research promotion and funding field.

Attracting third party funding has become an integral element of the academic research. The growing importance of third-party funding is not only due to stagnating public research grants but also to the fact that the amount of third-party funds is also increasingly becoming an indicator of high scientific quality. The German Research Foundation (DFG-Deutsche Forschungsgemeinschaft) project 'The way we ask for money' has set itself the objective of analysing the historical development of funding application as an interactive process within the framework of which funding organisations, applicants, as well as experts and consultants negotiate and implement the standards of the funding application practice. After the Second World War, in Germany the field of promotion of science began to re-establish itself. Apart from the re-establishment of the German

Research Foundation, the establishment of the Fritz Thyssen Foundation in 1959 and of the Volkswagen Foundation in 1961 resulted in a first pluralisation of the field.

At the same time, starting from the 1950s, there were debates on a changed orientation in science-related policies which were aiming at governing research and science more strongly. The organisations committed to the promotion of research examined in the first phase of the CSI project did not remain unaffected by these discussions. The study analysed all the guidelines and instructions issued since the 1950s by the German Research Foundation, the Volkswagen Foundation, the Fritz Thyssen Foundation, and the Hans Böckler Foundation. By examining these application guidelines with the help of an innovative methodological analysis, it was possible to identify the changing expectations and requirements towards the applicants: the frequent use of sentences including expressions such as 'have to', 'should', or 'should not' indicated that the researchers' freedom to decide and act with reference to the funding application has been increasingly limited. Another study result revealed that the

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Editorial

Dear Readers,

Successful academic fundraising – a daily experience for us at the CSI. This edition of the CSI Report is once again evidence of our nature as a structural innovation in the university framework. It allows us to gather experience in fields and in approaches which at the same time are at the focus of our research interests and our efforts at professional qualification. We experience this linkage as enriching and at the same time as a factor which shed new light on the relationship of science and society: In a project on the transfer of knowledge from science to societal application at the WZB Berlin chaired by Prof. Dr. Michael Hutter. We are one of the institutional case examples. In the interviews with the project team we learned that our approach to academia is not characterized by a linear concept of transfer: First comes research, then the transfer to application.

Instead innovation networks with partners play a crucial role in which we are both actors and researching observers. This edition of the CSI Report provides you with a wealth of evidence that our cooperation with civil society and third sector organizations as well as foundations leads us to many research questions, new issues and research interests which we refine in the dialogue with our colleagues from practice. Even with her "bridge professorship" between CSI and Institute of Sociology ending in September, we are intending to maintain strong ties with our colleague Kathia Serrano Velarde. We would like to combine the expression of our gratitude for a wonderful experience of working with her with our best wishes for her future and success at the Max Weber Institute of Sociology at our university. We look forward to continuing our exchange in research activities of mutual interest.

We wish you a peaceful holiday season.

Volker Then



Erasmus for Young Social Entrepreneurs

Successful exchange of experience between social entrepreneurs within the framework of the EU programme

The CSI has been involved as an 'Intermediary Organisation' in the EU project 'Erasmus for Young Entrepreneurs' (EYE) for almost two years now. Apart from arranging numerous connections in a variety of business sectors, an exchange between two social entrepreneurs has been successfully completed.

The CSI has already arranged exchange partnerships between eight European 'New Entrepreneurs' and German 'Host Entrepreneurs', five of which have already been successfully

and develops and mentors projects for social entrepreneurship. Paola Pizzo worked with Norbert Kunz until the end of May and was well integrated into the team. Furthermore, she runs her own social enterprise founded in 2010, 'Bond of Union' (BoU), in Palermo, which aims at supporting the social development and establishment of networks on the local, national, and European level. Her enterprise focuses on the education, training and work integration of young people, as well as on social tourism and international mobility.

The outcome of this entrepreneurial exchange is positive: although Ms. Pizzo was very occupied with her enterprise and the language barrier was a real challenge, her frequent attendance of meetings, the participation in special events (e.g. an exhibition for social entrepreneurship in Strasbourg), the daily exchange of experiences with the hosts, and a German language course, resulted in a very rapid development; within the first two years after the establishment of her enterprise, Paola Pizzo was already able to gain some experience, which proved useful

ked closely with Paola Pizzo at iq consult. Thus, Ms Pizzo had the opportunity to gain valuable experience from this entrepreneurial exchange, for instance with reference to: internal process flows, the use of informational technology infrastructure, and the management of projects. 'My experience at iq consult and the Social Impact Lab changed my work style and my view of the social sector in general. In these months, I had the opportunity to learn new things and due to this input, I started to develop new projects which I would like to realise after returning to Italy'.

The both enterprises engaged in this exchange will continue to cooperate – which is very much in the spirit of this EU programme that aims at contributing to the strengthening of economic networking in Europe.

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Dates

This spring the Executive Training EXPERT-Programmes will once again offer opportunities for exchange and professional development.

April 23–25: Social Investment & Impact
May 7–9: Foundation Strategies for Impact

For any questions with reference to our training or a tailored advanced training programme please contact

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Colleagues at iq consult: Beñat Egaña, Norbert Kunz und Paola Pizzo

completed. The business areas included in the exchange programme are very manifold. In January this year, the German host Norbert Kunz, a social entrepreneur from Potsdam, started an exchange with Paola Pizzo, a young social entrepreneur from Sicily. Norbert Kunz is head of iq consult, an agency that understands itself as a 'think-tank for social innovation'

during the cooperation with iq consult. She was responsible, for instance, for the acquisition of EU grants and for finding suitable tenders and partners.

'An important criterion for us is a good entrepreneurial spirit – Paola was perfect for us because her enterprise is still in an early stage of development', says Beñat Egaña, who wor-

New Head of CSI Teaching Department

Kathia Serrano Velarde accepts professorship for Political Sociology, but will stay connected with the CSI

Kathia Serrano Velarde receives professorship at Max Weber Institute. The CSI teaching department will be temporarily led by Volker Then.

Kathia Serrano Velarde received her doctorate in 2007 from the Humboldt University in Berlin with a thesis on the establishment of a German quality assurance system for higher education. Since 2008 she has been Junior Professor for Cultural, Institutional, and Organisational Sociology at the University Heidelberg Max-Weber-Institute and also the head of the CSI teaching department. As an organisational sociologist she is particularly interested in transformational processes in the European education sector. Within the framework

of the recently completed project 'The way we ask for money...' funded by the German Research Foundation, Prof. Velarde investigated the issue of private investments in the field of higher (university) education and science (see title).

As head of the CSI teaching department, in the last seven years she also dedicated herself to further developing the Master's programme 'Non-profit Management & Governance', which can be completed in the form of part-time studies, and she considerably contributed to turning it into the most successful education programme in this field in Germany.

As a lecturer, Prof. Velarde was also substantially involved in the success of various courses of this interdisciplinary study programme. Furthermore, together with her team she has also built up the

'Executive Trainings', which are compact internationally-oriented advanced training programmes focussing on the most relevant subject and issues of the third sector.

Now that her cross-disciplinary professorship has come to an end, the CSI is losing an esteemed colleague, an excellent leading member of our institute and a magnificent lecturer. We are delighted that as of winter semester 2014 Prof. Velarde will hold a W3 professorship in Political Sociology at the Max-Weber-Institute for Sociology, which is closely associated with the CSI. We wish her all the best for the future and look forward to continuing our work together on issues of mutual interest!

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Successful Project Goes in its Second Round

The second survey wave of the project 'Learning from Partners' has begun

In collaboration with renowned partners this high-profile study is launched again and provides insights and information as to the cooperation with funders.

After the success of the pilot study in which six huge German foundations had participated in the year 2011 and 2012 and in order to receive a systematic feedback from their partners, the CSI started the follow-up project 'Learning from Partners II' on 1 September 2014.

With currently eleven participating foundations, the research project funding consortium has almost doubled. As of January 2015, the partners of the Fritz Thyssen Foundation, the Gerda Henkel Foundation, the Klosterkammer Hannover (an authority of the German federal state of Lower Saxony, which, inter alia, maintains public foundations), the Lower Saxony Bingo Environmental Foundation (Niedersächsische Bingo-Umweltstiftung), the Lower Saxony Lottery and Sport Foundation (Niedersächsische Lotto-Sport-Stiftung), the Robert Bosch Foundation, the Software AG Foundation, the Donor's Association (Stifterverband), the Mercator Foundation, the Volkswagen Foundation, and the Wilhelm Sander Foundation, will be systematically interviewed in an online survey as to their experiences arising from the contact with the respective foundation, as to the administrative procedures during the application process, and as to their perception and evaluation of the

respective foundation in its function as a funding organisation. The survey results offer the participating foundations the opportunity to gain insights and information concerning their work style and strategic orientation; the comparative nature of the research design gives the chance to analyse the dynamics, changes, and constants from the partners' perspective. For five foundations of the current consortium, which already took part in the pilot study, it will be possible, by means of a longitudinal comparison, to receive information and details about the development of their organisation. First survey results are to be presented in the form of a workshop report within the



Debate on the results of the first phase of the study:
B. Jorzik, Prof. J. Rogall, Dr. V. Then, Dr. F. Suder, M. Hölz

framework of the German Foundation Day in Karlsruhe in May 2015. The research outcomes referring to the conception of the research instrument, current trend predictions, and insights into foundation sector, will be published in an overall report.

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Conquering the Peak

The current issue of the professional journal 'Alliance Magazine' contains a knowledgeable review of the book 'Philanthropy and Education. Strategies for Impact' by Ekkehard Thümmler, Nicole Bögelein, Annelie Beller, and Helmut K. Anheier.

The author of the review, Michael Alberg-Seberich, managing partner at the consultancy firm 'Active Philanthropy', draws on the metaphor of a mountain walk to describe his impression of the book. For him, the substantial novelty of the book is that notions of a planning of a mountain conquest with military precision – ideas known as 'strategic' philanthropy – are replaced by a moderate approach: 'The authors of this book argue for climbing these smaller hills in order to gain a better understanding of the complete mountain range'. For Alberg-Seberich the reading of the book appears as demanding as the path of social innovation itself. To read the book, he says, 'was like climbing a high mountain: the way up is rather bumpy and the reader has to take a couple of detours before arriving at the top. But the view in the end is great!'

Alberg-Seberich, Michael (2014): Book review: Philanthropy and Education: Strategies for Impact. In: Alliance 19 (3), p. 64.

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guidelines issued by organisations funding and promoting research with a distinct thematic focus (Volkswagen Foundation, Hans Böckler Foundation) were characterised by a certain consistency, whereas many changes appeared over time in the instructions and guidelines of organisations with a broader, rather less specific thematic preferences for funding, for instance the Fritz Thyssen Foundation and particularly the DFG. This implies that the latter had to adjust their position according to the political debates.

The applicants too had to respond to the changed expectations formulated in the guidelines. In order to substantiate and deepen the results and hypotheses arising from the first study

phase, research grants applications which were made in the field of political sciences or organic chemistry and approved by the DFG during the years 1975 to 2005 were analysed in the second phase of the project. As a reaction to the changing application requirements, in both of these scientific disciplines immediate changes could be observed in the applications, e.g. in the form of a more intensive and more detailed presentation and justification of the respective research project. Hence, it could happen that in the 1980s applications directed to the DFG contained 60 to 80 pages (the current requirement: 20 pages). Furthermore, in the examined time period the researchers as applicants for funding became more and more important,

since the applicants were expected to present not only their scientific qualities but also their project management-related, managerial, and administrative competences.

By means of the historical-comparative analysis it was possible to better understand the multifaceted field of the funding and promotion of science in its current form in Germany. To be able to examine the influence of science policy actors and professional associations on the professionalisation of the funding application process in the field of science in more detail, a renewal proposal was submitted to the German Research Foundation and approved this month.

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11th ISTR Conference in Münster – CSI Presents its Projects

The ISTR is an important platform for exchange – first public presentation of the study on non-activity

This year's conference of the International Society for Third-Sector Research (ISTR) took place in Germany. The CSI was present, together with many scientists.

Eight CSI projects were presented and discussed at the 11th ISTR conference on 'Civil Society and the Citizen' in Münster this July. The current CSI projects predominantly focus on topics related to volunteering, philanthropy, citizens' participation, and foundations. Dr. Volker Then, managing director of the CSI, was actively involved, as a panel member, in the discussion on the topic 'Foundations as Part of European Civil Society'. Ekkehard Thümmler organised a panel discussion on the subject 'What Bang for the Buck? Processes of Mar-

ketisation and Financialisation in the Third Sector'. Chaired by Count Rupert Strachwitz, the participants Angela Eikenberry, Jim Clifford, Tobias Jung, Florentine Maier, and Ekkehard Thümmler discussed whether a process of marketisation and financialisation is currently taking place in the third sector, which can be described as an opening up of the sector for global financial markets.

Among the projects presented by the CSI was the one-year study 'Germany – A movement society?' analysing the phenomenon of non-activity of citizens who are directly affected by structural projects in the framework of the energy turnaround and urban development. The Berlin research group's study results were presented at the ISTR conference for the

first time. The researchers Rabea Haß, Hanna Hielscher, and Dennis Klink, revealed that civil society inactivity is not a result of disinterest or ignorance. Rather, there is a tendency to delegate commitment and responsibilities to existing civil society actors.

The current phase of this cooperation project conducted by the CSI in collaboration with the Hertie School of Governance included a qualitative survey of approximately 200 individuals who have been affected by infrastructure projects in the context of the energy turnaround and urban development but who, however, do not show any civil society commitment with reference to the respective project.

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Honours

Dr. Georg Mildenerberger was elected to the board of the 'European Research Network on Philanthropy (ERNOP)'. He replaces Pamela Wiepking from the Erasmus University Rotterdam as secretary of the board.



ERNOP is an association assembling European scientists who focus on civil society and philanthropy-related issues, aiming at advancing research in this field and ensuring a better networking and coordination. Furthermore, the network founded in 2008 intends to foster top-level research in Europe. By now, ERNOP includes almost 150 members from more than 20 European countries, is an institutional member of the ISTR, and cooperates with other European philanthropy networks, such as EMES, ICFO, and EVPA.

For more Information, please visit:
www.ernop.eu

Contact with Russian University Intensified

Summer School designed in cooperation with North Caucasus Federal University

The CSI takes up its commitment in the North Caucasus region started in 2013. The event offered a forum for leading representatives of different initiatives in the third sector field in the North Caucasus.

This year, the CSI has increased its cooperation with its partners in Russia's North Caucasus on many levels. Particularly now that the conflict in eastern Ukraine is dominating the media and Russia is viewed with criticism, it is all the more important to continue to work together on the scientific level but also to approach one another on the personal level.



After the closing event. Group photo with colleagues from CSI

in the North Caucasus' was examined with reference to its importance for the region, aiming at the involvement of regional participants from the economic, public administration, third sector, and scientific field. In comparison to Germany, in the Russian Caucasus region there is still no well-established third sector.

An essential prerequisite for the professionalisation of the sector is to provide individuals who hold leading positions in this field with the opportunity to

acquire academic qualification. Therefore, the CSI assists the NCFU in the establishment of a Master programme in the NPO sector, in order to improve the framework conditions for positive societal commitment.

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