

Impulse für das Hochschul-Fundraising aus einer internationalen Perspektive

Workshop „Unterstützung gewinnen.
Wie gelingt Fundraising?“

Bundesministerium für Bildung und Forschung
HRK Hochschulrektorenkonferenz
Stifterverband für die Deutsche Wissenschaft

Veranstaltung zum Deutschlandstipendium
Berlin 30. Mai 2012



Dr. Marita Haibach • Philanthropie • Major Giving • Fundraising



“It is a myth
that people in the UK are reluctant
to give to universities,
but we are not good enough at asking them.
Most of us need to
shift our efforts up a gear or two
and adopt a more professional approach.”

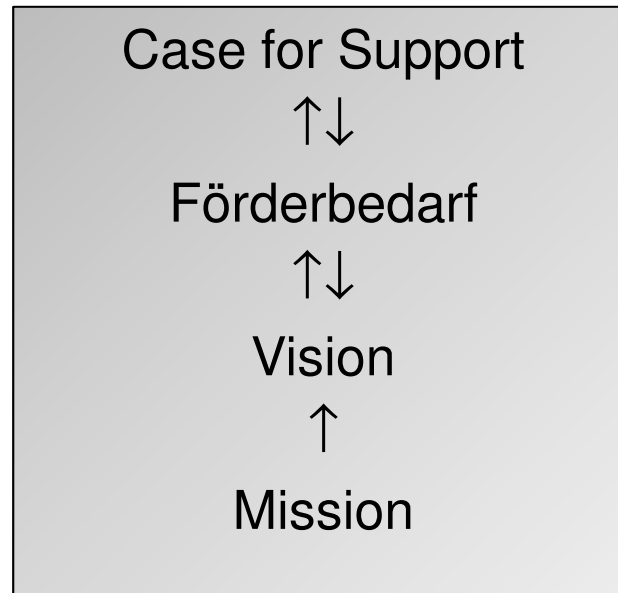
Professor Eric Thomas

I. Erfolgsfaktor *Institutional readiness**: „Creating an asking institution!“

1. (Weiter-)Entwicklung eines überzeugenden und motivierenden Fundraising-Zielbilds
2. Attraktives Förderportfolio (Bereiche und Projekte) und plausibler Finanzbedarf
3. Strategisches und nachhaltiges Fundraising-Management
4. Ein personell gut ausgestattetes und aufgestelltes Development Office
5. Fundraising-Leadership: Führungsaufgabe Fundraising
6. Engagement von ehrenamtlichen Führungspersönlichkeiten

* *Vorbild US-Hochschulen, doch auch zunehmend Institutionen in Kanada & UK*

Strategisch ausgerichteter Case for Support (Fundraising-Zielbild)



People give to make the world better!

Attraktives Förderportfolio

The screenshot shows the website for the University of Edinburgh Campaign. The header includes the university logo, the text 'The University of Edinburgh Campaign', and social media icons for LinkedIn, Facebook, Twitter, and RSS. A navigation bar contains links for HOME, ABOUT, NEWS & EVENTS, PRIORITIES, ALUMNI GIVING, MAKE YOUR CONTRIBUTION, and CONTACT US, along with a search bar and a 'GO!' button.

The main content area is titled 'Around The University' and features a 'Give a donation' button. A sidebar on the left lists various 'Priorities' with expandable menus: Supporting Students, Medical Research, Science and Engineering, Humanities and Social Sciences, David Hume Tercentenary Appeal, Advanced Study in the Humanities, Business School, and Peffermill.

The main content area displays three priority items:

- Peffermill**: A new all weather rugby pitch at Peffermill Playing Fields, the only one of its kind in Scotland, to significantly enhance the University's sporting facilities. The Peffermill facilities are some of the finest in Scotland for both training and competition. Having experienced the third generation...
- The Students' Union At Teviot**: A £3 million project to refurbish the Students' Union building at Teviot Row House, the first purpose-built Students' Union in the UK, and probably the world. The building will become the hub of student activity, creating a flexible space for study and society, while retaining its unique and...
- Potterrow Redevelopment**: The Potterrow section of the Central area is to be redeveloped, following the successful completion of the Informatics Forum, the move into the Appleton Tower for additional staff from the School of

On the right side, there is an 'Address' section with contact information for Development and Alumni, and a 'Quick Links' section with several links and 'Read more' buttons.

plausibel
dringlich
realistisch
innovativ
profilbildend
anschaulich

Goals - Mozilla Firefox

www.mcgill.ca/campaign/goalsandpriorities/

Home > Campaign McGill > Goals and priorities

Français

CAMPAIGN McGill HISTORY IN THE MAKING [Give Now](#)

Goals

ABOUT THE CAMPAIGN
GOALS AND PRIORITIES
 WELLNESS IN THE MAKING
 PROSPERITY IN THE MAKING
 BREAKTHROUGHS IN THE MAKING
 SUSTAINABILITY IN THE MAKING
 COMMUNITY IN THE MAKING
 FACULTY PRIORITIES
SUPPORT THE CAMPAIGN
 HISTORY MAKERS
 NEWS

WELLNESS *in the making* > 1

ADVANCING HEALTH

For generations, McGill has pioneered discoveries that have revolutionized health care while educating professionals responsible for the well-being of patients around the world. Today, it is laying the groundwork for a new era in health care, one in which the blunt instruments of 20th-century medicine give way to custom-designed interventions that more effectively treat or even prevent disease

[More](#)

PROSPERITY *in the making* > 2

BUILDING THE FOUNDATIONS OF INNOVATION

In the global community, new technologies instantaneously unite people across hemispheres, blurring regional notions of law and upending traditional ways of doing business. A new age of interconnectedness is transforming our world and opening up new paths to prosperity.

[More](#)

BREAKTHROUGHS *in the making* > 3

CREATING THE NEXT GENERATION OF SCIENCE AND TECHNOLOGY

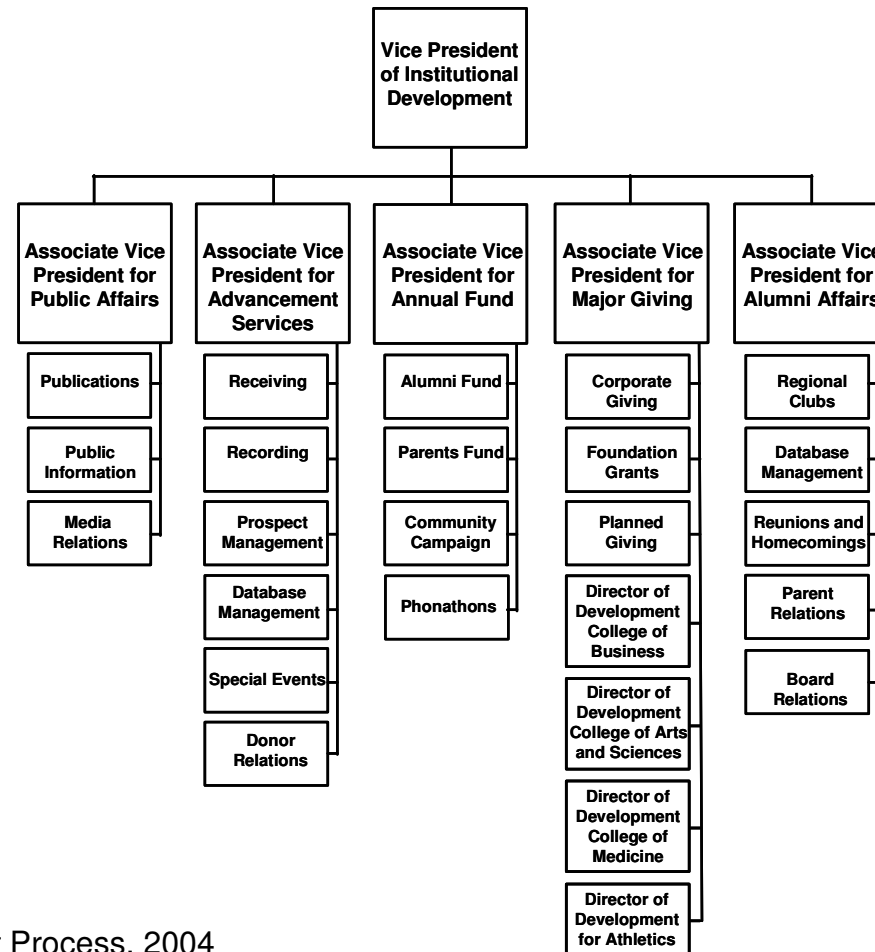
We are in the midst of a global revolution in science and technology, one that is powered by the convergence of bioengineering, nanoscience and computer science. The full force of this revolution is yet to be felt, but scientists predict it will be comparable to the agricultural and industrial revolutions.

McGill's academic priorities at a glance

Build McGill's human capital

- Attract and retain top faculty (endowed chairs and professorships) **\$255,000,000**
- Attract and support top students (fellowships, scholarships, bursaries) **\$225,730,000**
- Strengthen the McGill experience
 - Build the infrastructure to support McGill's top talent **\$161,150,000**
 - Strengthen key programs **\$79,150,000**
 - Support emerging priorities **\$28,970,000**

Ein mit kompetenten Fundraising-Fachkräften ausgestattetes, gut aufgestelltes Development Office



Thomas F. Kelly:
Organization in the Development Process, 2004

Development Office: Nicht Kostenstelle – sondern Ertragszentrum

„We are not a cost center
but a revenue center.“

Lori Yersh, McGill University Montreal
Managing Director, Strategy
and Donor Engagement



II. Förderquellen – Fundraising-Kanäle – Fundraising-Instrumente

1. Vielfältige private Förderquellen – Individualspender/innen an der Spitze
2. Alumni-Giving – hoher Stellenwert insbesondere in den USA, doch kein Selbstläufer und nicht an allen Hochschulen
3. Einsatz einer breiten Palette von Fundraising-Kanälen und Instrumenten
4. Priorität auf Großspenden-Fundraising
5. Wachstumsschübe durch Capital Campaigns
6. Wertschätzungskultur



Vielfalt an privaten Förderquellen – Spitzenreiter Individualspender/innen

Voluntary Support of Higher Education by Source, 2011

USA



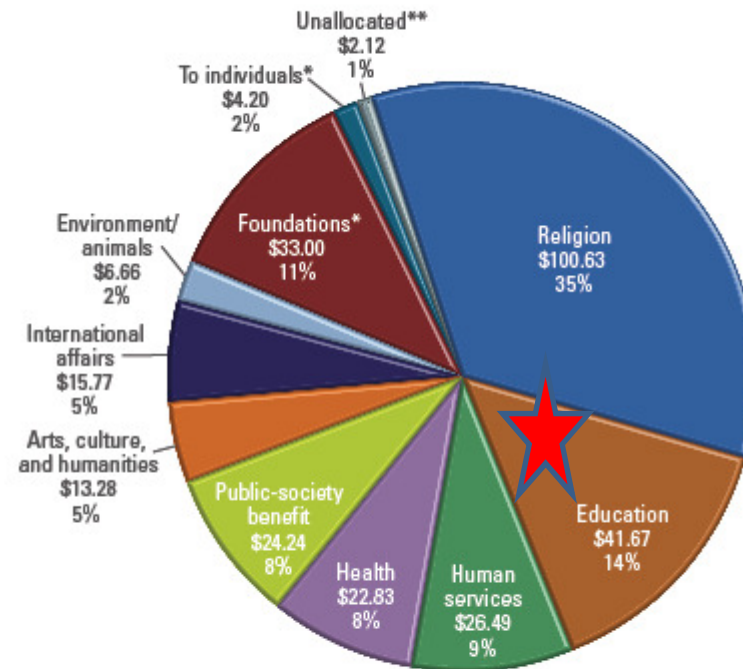
Dollar amounts do not add to total, and percentages do not add to 100 due to rounding.
Source: Council for Aid to Education, 2012

www.cae.org/content/pdf/VSE_2011_Press_Release.pdf, Stand 30.5.2012

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USA: Engagement für Lehre und Forschung weit vorne in Spendenpräferenzskala

2010 contributions: \$290.89 billion by type of recipient organization
(in billions of dollars – all figures are rounded)



Includes rounding to get to 100%

* Estimate developed jointly by the Foundation Center and Giving USA

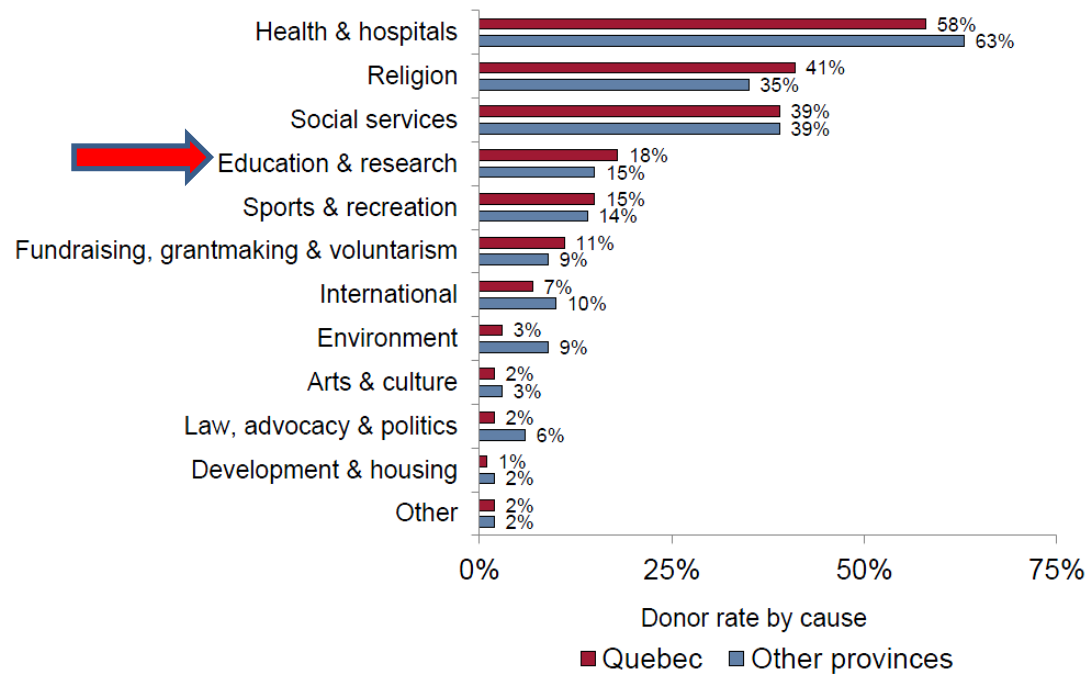
** See definition in "Key Findings" section.

Giving USA 2011

Kanada: Bildung und Forschung im Mittelfeld bei Spenderpräferenzen

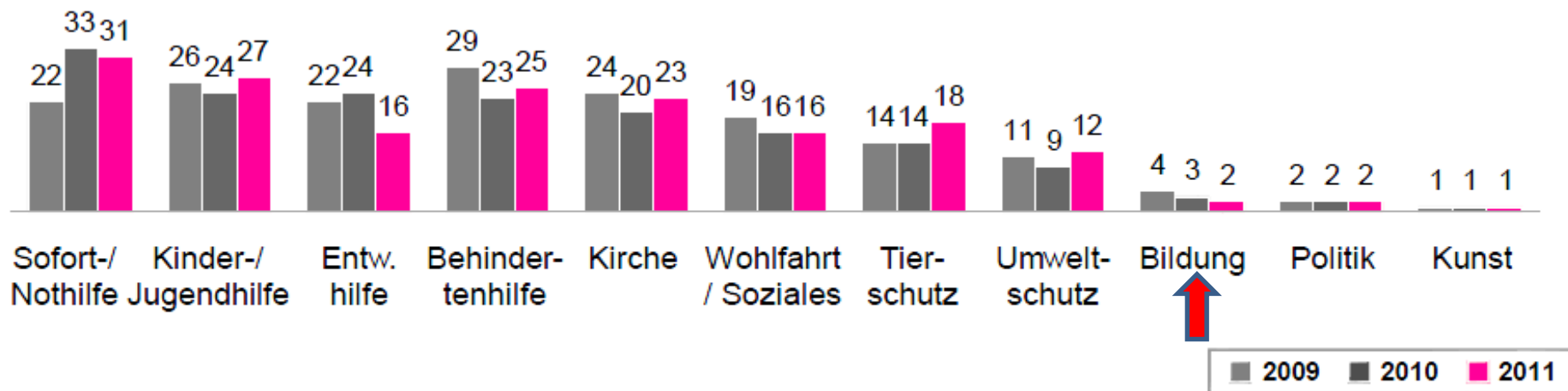


Types of organizations supported



2007 CANADA SURVEY OF Giving, Volunteering & Participating www.givingandvolunteering.ca

Deutschland: Bildung bislang geringer Stellenwert bei Spenderpräferenzen



Basis 2011: 1.371 (Spender)

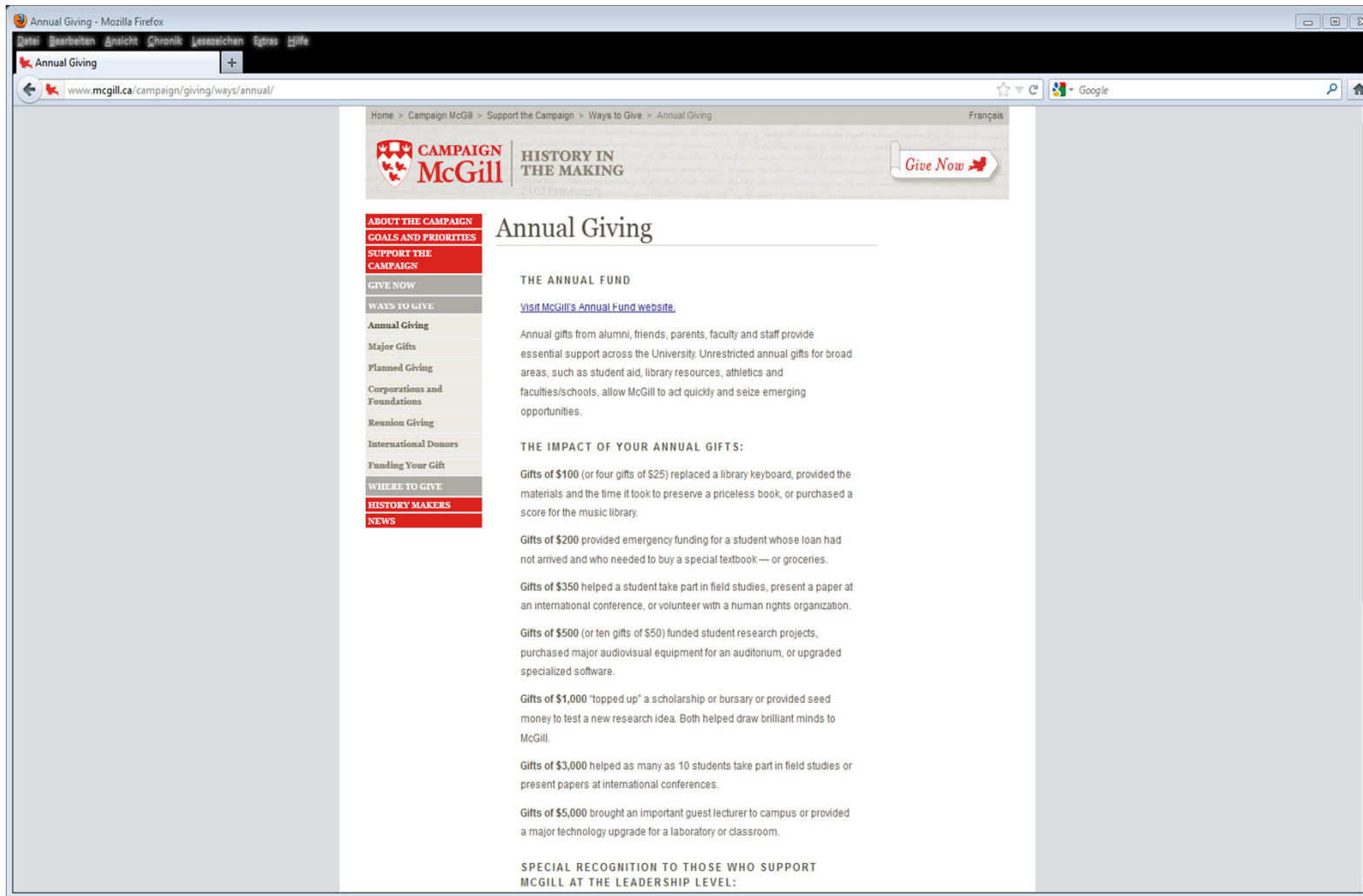
Angaben in Prozent

Deutscher Spendenmonitor 2011

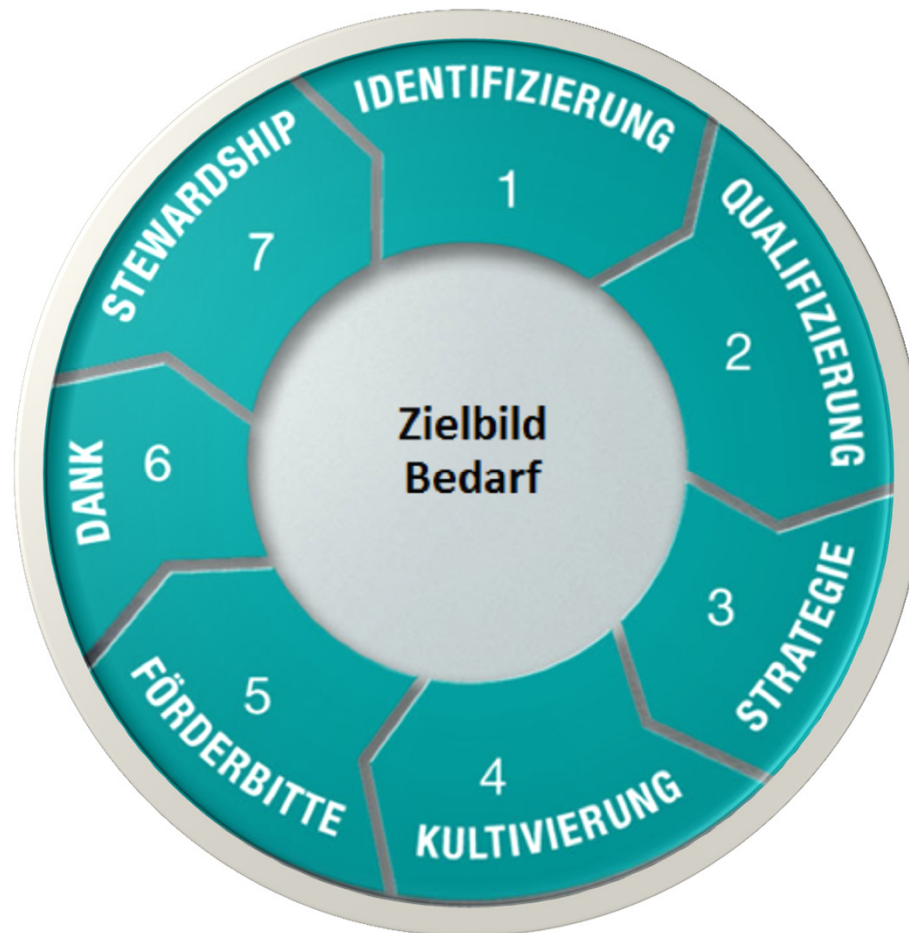
www.tns-infratest.com/presse/pdf/Presse/TNS_Infratest_Deutscher_Spendenmonitor_2011.pdf;
Stand 30.5.12)



Einsatz einer breiten Palette von Fundraising-Instrumenten und Formen



Zentrales Standbein: Aktives und systematisches Großspenden-Fundraising



USA
Spitzenreiter bei
Megaspenden:
Forschung und Lehre /
Hochschulen

Entwicklungsmotor „Capital Campaign“

Since it was launched with an initial objective of \$750 million, Campaign McGill has raised more than \$640 million to help McGill reach its goals. Year after year, our supporters have demonstrated their commitment and generosity, with philanthropic dollars to McGill nearly doubling since 2002, and thousands of new donors advancing our cause.

Average annual fundraising achievements, 2002 - 2011

	Average annual achievement	Number of donors
2002 - 2004	\$40.8 million	29,788
2005 - 2007	\$71.1 million	31,969
2008 - 2011	\$78.5 million	32,051

www.mcgill.ca/files/campaign/InvestingInExcellence.pdf (Stand: 30.5.12)

Capital Campaigns: weit verbreitet in den USA, üblich in Canada & UK, kaum genutzt in weiteren europäischen Ländern



\$1-Billion Capital Campaigns at 36 Colleges and Universities

College	Campaign goal	Cumulative amount raised through second quarter of 2010	Percentage of goal raised	Date drive expected to end	Total raised in the second quarter of 2010
Stanford U.	\$4.3-billion	\$4,483,000,000 ³	104%	12/31/11	n/a
Columbia U.	\$4.0-billion	\$3,631,000,000	91%	12/31/11	n/a
Cornell U.	\$4.0-billion	\$2,698,500,000 ¹	67%	12/31/11	n/a
U. of Pennsylvania	\$3.5-billion	\$2,631,000,000 ²	75%	6/30/12	n/a
Yale U.	\$3.5-billion	\$2,866,000,000 ²	82%	12/31/11	n/a
City U. of New York	\$3.0-billion	\$1,521,000,000 ⁴	51%	12/31/15	n/a
State U. of New York	\$3.0-billion	\$2,370,000,000 ⁵	79%	6/30/12	n/a
U. of California at Berkeley	\$3.0-billion	\$1,748,649,739 ¹	58%	6/30/13	n/a
U. of Texas at Austin	\$3.0-billion	\$1,198,752,800	40%	8/31/14	\$134,495,555
U. of Virginia	\$3.0-billion	\$2,177,767,947	73%	12/31/11	\$48,646,900
U. of Illinois system	\$2.25-billion	\$1,964,000,000	87%	12/31/11	\$112,000,000
Pennsylvania State U. at University Park	\$2.0-billion	\$1,031,284,673	52%	6/30/14	\$71,504,674
U. of Pittsburgh	\$2.0-billion	\$1,496,000,000	75%	6/30/14	\$43,007,564
Princeton U.	\$1.75-billion	\$1,237,000,000	71%	6/30/12	\$89,588,503
Vanderbilt U.	\$1.75-billion	\$1,809,442,167	103%	12/31/10	\$45,527,556



Quelle: Chronicle of Higher Education 21.11.2010

USA – gigantische Kapitalstöcke (besonders bei privaten Elite-Hochschulen, doch auch zunehmend bei öffentlichen Hochschulen)

Rank by endowment value	Institution	Endowment market value (in billions)	2011
1	Harvard	\$25.7	27,6 Mrd. \$
2	Yale	\$16.3	16,6 Mrd. \$
3	Stanford	\$12.6	13,9 Mrd. \$
4	Princeton	\$12.6	14,4 Mrd. \$
5	U of Texas system	\$12.2	
6	Michigan	\$6	
7	Columbia	\$5.9	
8	Northwestern	\$5.4	
9	U of Pennsylvania	\$5.2	
10	Chicago	\$5.1	
			UK
			Cambridge University 4 Mrd. £
			Oxford University 3 Mrd. £
31	Toronto	\$1.4	University of Edinburgh 165 Mio. £
66	UBC	\$.875	
67	McGill	\$.849	

*Note that these figures do not take into account size of student bodies

www.mcgill.ca/files/campaign/InvestingInExcellence.pdf (Stand: 30.5.12) sowie eigene Recherchen

Hohe Wertschätzungskultur für private Förderer – besonders in den USA

The screenshot displays the website for the Mississippi State University Foundation, specifically the 'Naming Opportunities' page. The browser window title is 'Naming Opportunities :: Ways to Give :: MSU Foundation :: Mississippi State University - Mozilla Firefox'. The URL in the address bar is 'www.msufoundation.com/ways/naming/'.

The page features a dark red header with the 'MISSISSIPPI STATE UNIVERSITY FOUNDATION' logo on the left. To the right of the logo are links for 'email' and 'home', a search bar, and a 'MAKE A GIFT TODAY' button with a play icon. Below the header is a navigation menu with the following items: 'WAYS TO GIVE', 'IMPACT OF GIVING', 'DONOR RECOGNITION', 'NEWS & PUBLICATIONS', and 'ABOUT US'. The 'WAYS TO GIVE' item is highlighted.

The main content area is titled 'Naming Opportunities' and contains the following text: 'An array of possibilities exists at Mississippi State for donors interested in naming opportunities. The financial requirements for naming opportunities differ, and donors are encouraged to discuss their ideas with the vice president for development and alumni, the executive director of development or one of the college development officers. The following offers a basic overview and guidelines for some of the various naming opportunities.'

Below the text is a list of naming opportunities, each preceded by a '[+]' icon:

- [+] Buildings
- [+] Other Physical Facilities
- [+] Outdoor Structures
- [+] Academic and Major University Units
- [+] Endowed Faculty Positions
- [+] Lectureships and Lecture Series
- [+] Scholarships and Fellowships
- [+] Presidential Endowed Scholarships
- [+] Other Naming Opportunities

To the right of the text is a photograph of a building with a large garden in the foreground. The caption below the photo reads 'Swann Chemical Engineering Building'. To the right of the photo is a vertical list of navigation links:

- ▶ Ways to Give
- ▶ Annual Giving
- ▶ Planned Giving
- ▶ Real Estate Giving
- ▶ College & School Giving
- ▼ Naming Opportunities
- ▶ Special Opportunities
- ▶ How to Give

At the bottom of the page, there is a footer with the following text: 'Technical problems, contact the Help Desk - Last modified: 05/12/2009 04:10:32 pm. Information about Mississippi State University, contact msinfo@ur.msstate.edu. URL: <http://www.msufoundation.com/ways/naming/>'.

History makers - Mozilla Firefox


History makers


www.mcgill.ca/campaign/historymakers/


Give Now


CAMPAIGN McGill HISTORY IN THE MAKING

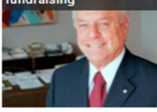
ABOUT THE CAMPAIGN
GOALS AND PRIORITIES
SUPPORT THE CAMPAIGN
HISTORY MAKERS
 FUTSUM ABBAY
 BRIAN ALTERS
 RACHA CHEAIB
 JOHN CLEGHORN
 MARVIN CORBER
 MARCEL DESAUTELS
 GRACE EGELAND
 RICHARD HART
 DONNA HAYES
 VICKY KASPI
 ALEXANDRE LAMOUREUX
 MARIANNE MARCOUX
 HENRY MINTZBERG
 JEFFREY MOGIL
 AMRITA NAIN
 MARC RABOY
 SEYMOUR SCHULICH
 DON SMITH
 ISABELLE THIFFAULT
 LORNE TROTTIER
NEWS


Futsum Abbay



Brian Alters



Racha Cheaib



John Cleghorn
 knows the power of teamwork



Marvin Corber
 has a passion for fundraising



Marcel Desautels
 personifies the well-rounded individual



Grace Egeland
 knows the benefits of a healthy diet



Richard Hart



Donna Hayes
 is a leading lady to her alma mater



Vicki Kaspi
 is the Sherlock Holmes of the solar system



A. Lamoureux
 puts the heat on heat exchange



Marianne Marcoux
 spends her summer vacations in a park



Henry Mintzberg



Jeffrey Mogil
 is a pain killer



Amrita Nain


Marc Raboy
 examines the challenges of the Internet age


Seymour Schulich


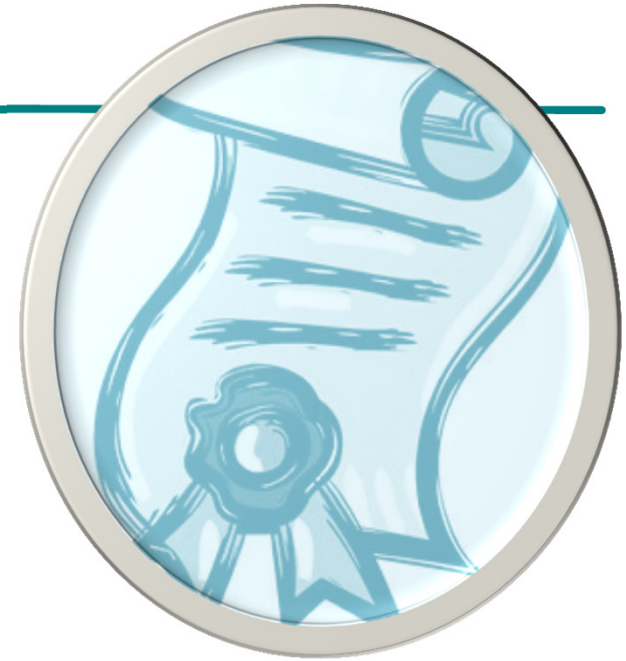
Don Smith


Isabelle Thiffault


Lorne Trottier
 keeps his eyes on the skies


Die Neid-Bremse

„Ich möchte für meine Spenden keine öffentliche Anerkennung. Wenn in den USA jemand darüber berichtet, dass er eine Million verdient, dann wird er dafür bewundert. In Deutschland aber weckt dies Neid und den Gedanken, dass die betreffende Person das nicht verdient hat.“



Großspender-Zitat aus Studie: „Großspenden in Deutschland – Wege zu mehr Philanthropie“

Dr. Marita Haibach



seit 1990 Fundraising-Beraterin (Schwerpunkt Großspenden-Fundraising und Hochschul-Fundraising)

Autorin: „Handbuch Fundraising“; „Hochschul-Fundraising – Ein Handbuch für die Praxis“; „Frauen erben anders: Mutig mit Vermögen umgehen“, Studie „Großspenden in Deutschland: Wege zu mehr Philanthropie“

Deutscher Fundraising Verband (stv. Vorsitzende 1996-2002, Beiratsmitglied seit 2012), European Fundraising Association (Präsidentin 2004-2008), Fundraising Akademie (Vorsitzende der Prüfungskommission 2000-2008)

Initiatorin des Pecunia Erbinnen-Netzwerks (1999) und der Stiftung Filia (2001), stellvertretende Vorsitzende der Stiftung Citoyen (seit 2004) und Stiftungsrätin der Karin-Burmeister-Stiftung (seit 1998)

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