


台灣公益新世代對私校募款的啟示

陳文良

(耕莘文教基金會、曉明基金會等公益組織董事、理事與監察人)



私立大學的 聯合勸募？

百年大計 教育為
合作平台還是過時政策？

財團法人

立學校興學基金會

私立學校需要您的支持與
透過私校興學基金會捐款 簡單又



關於我自己 ...

INDIVIDUAL - AFFILIATED 003611-A

NAME BLOOMBERG - Mr. Michael R.				
MARRIED	DIVORCED	WIDOWER	SINGLE <input checked="" type="checkbox"/>	
DATE OF BIRTH		RELIGION		
TITLE				
BUSINESS				
ADDRESS				
NATURE OF BUSINESS Investments				
HOME ADDRESS				
ADDRESS				
OTHER ADDRESS				
FRIENDS OF LIBRARY	MAGAZINE	RECEPTION		

JOHNS HOPKINS HISTORY AND CONTACTS

arts 60-(Feb)62, eng(Feb)62(June)64 BES

OTHER EDUCATIONAL HISTORY AND CONTACTS

OFFICERSHIPS AND DIRECTORSHIPS

WEALTH



Michael R. Bloomberg

Engineering

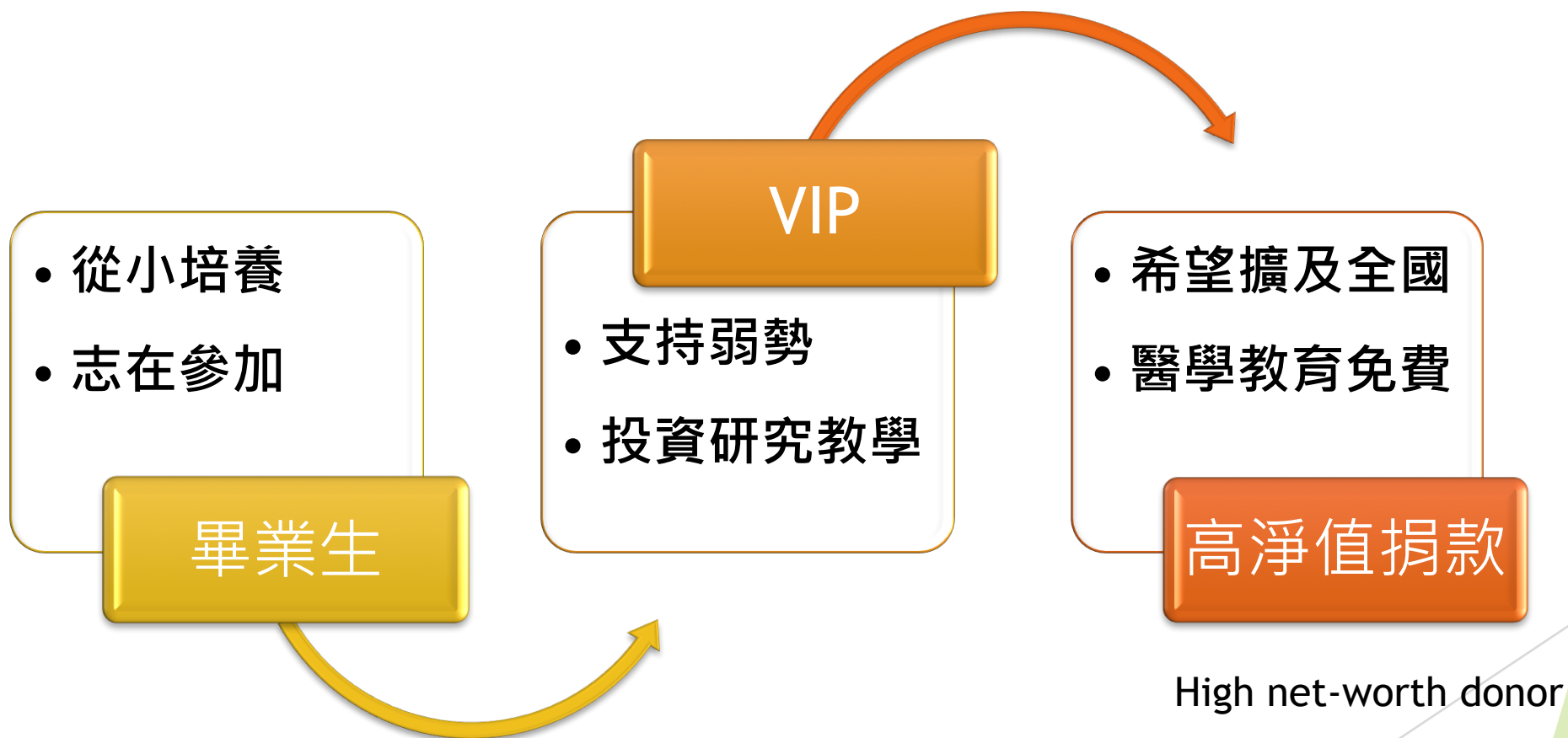
Johns Hopkins University class of 1964

DATES	AMOUNT OF GIFT	U H F	Type U for gift to University H - to Hospital F - to Fund		
			SCHOOL	DEPARTMENT	RESTRICTIONS-TYPE COMPLETE DETAILS-US
1964	5 00	U			Roll Call
1965	5 00	U			" "
1966	5 00	U			" "
1967	10 00	U			" "
1968	25 00	U			" "
9/69	25 00	U			" "
10/70	50 00	U			" "

彭博從\$5捐款到1.8B無差別獎學金的捐贈歷程

- ▶ I have always been grateful for the opportunity Johns Hopkins University gave me. **I made my first donation to JHU the year after I graduated: \$5.** It was all I could afford. Since then, **I've continued to build on that support** to fund research, teaching—and financial aid, which helps high-achieving applicants from lower- and middle-income families to have that same chance at the American Dream that I had.
- ▶ That's what led to my gift today of \$1.8 billion to [@johnshopkinsu](https://twitter.com/johnshopkinsu) **which will make admissions there forever need-blind, provide more generous levels of financial aid, ease the burden of debt, and make the campus more socioeconomically diverse**—something I hope will one day extend to all students across our country.

彭博捐款動機的成長與改變 1964 - 2019



可是，人家是美國

Google for TAIWAN



教育創新連結世界資源
均一平台獲Google.org 100萬美金資助

幾個值得觀察的新世代公益領袖

- 均一教育平台基金會
- 為臺灣而教基金會
- Skill for Taiwan
- 社企流

共同特質

- 天使基金的支持與陪伴
- 小而美、模式擴散
- 提出理想、改變政策
- 推銷希望，不販賣悲情

高等教育募款的核心挑戰

高等教育募款的挑戰 - 環境變化

入學率降低

中輟率提高

傳統資金來源萎縮

個別公益慈善家興起

高等教育募款的三大核心挑戰

捐款競爭不是來自其他大學 - ?

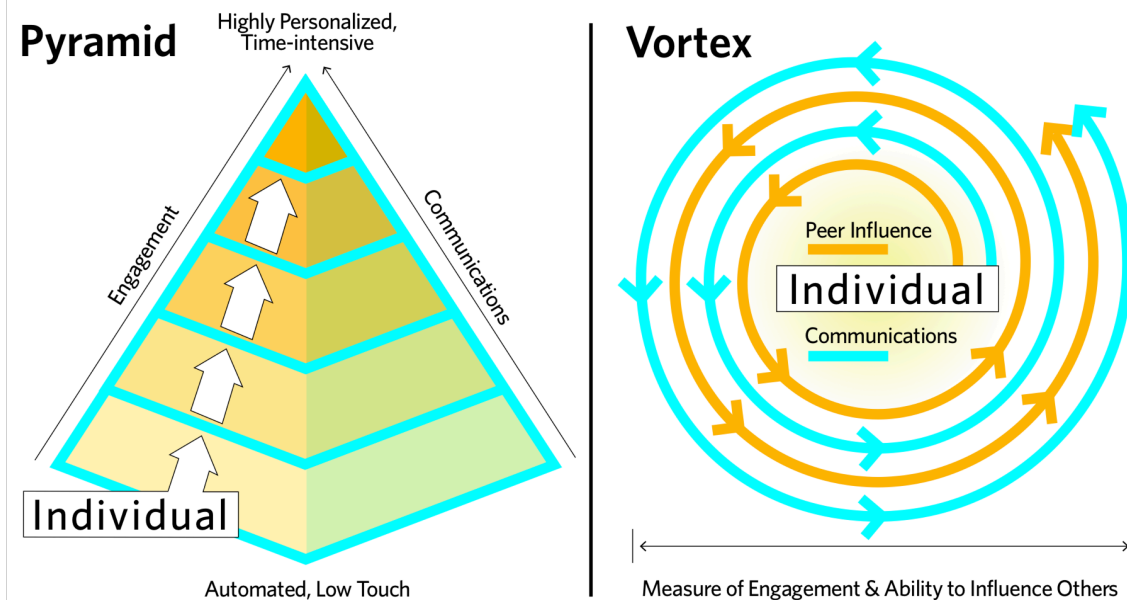
溝通管道資訊爆炸 - 議題弱勢

得認同者得支持（不是出 彳）

捐款人經營模式 -

Source: SSIR 2011 Spring

Donor Engagement Models



our world is changing...

科技，期待，全球化，競爭，勞雇關係 ...



... and we're feeling it.

Number of Donors



Importance of Impact

United Ways farthest along in delivering community impact are outperforming their peers.

Participation Rates



Relationships to Companies

Loss of campaigns, decreases in corporate giving and lack of access to employees drive donor loss.

Awareness (Adults 18-34)



捐款人數，影響力，參與率，企業合作，知名度

企業社會責任與大學社會責任

CSR - USR



Gap of Learning & Field

產學接軌 學生即戰力



提前適應職場
幫助自我認知

累積實務經驗
探索未來職涯

厚植未來 人才競爭力



發掘優秀潛質
儲備未來人才

培育人才梯隊
提升企業價值



強化學生
職場即戰力

協助企業
預約優秀人才

資源共享
產學雙贏

IDENTIFY

A 'REAL' PROBLEM

EXPLORE

INTENTIONALLY OBSERVE AND RETHINK
STOP / LOOK / LISTEN / LEARN
YOU NEED TO KNOW YOUR SURROUNDINGS

RESEARCH

CHALLENGE

CONNECT

WITH YOUR COMMUNITY

SPEAK TO YOUR NEIGHBOUR
GET OUT AND MEET EACH OTHER
SAY HELLO!
TRY NEW EXPERIENCES
CHALLENGE THE STATUS QUO
MAKE IT FUN

COLLABORATION

MULTIDISCIPLINARY

SEEK DIVERSITY
FIND A COMMON PLATFORM
MULTIDISCIPLINARY TEAMS
FOCUS ON THE POSITIVE
ONE MAN'S WASTE IS ANOTHER MAN'S GOLD

HOW CAN WE GENERATE
SOCIAL?
INNOVATION

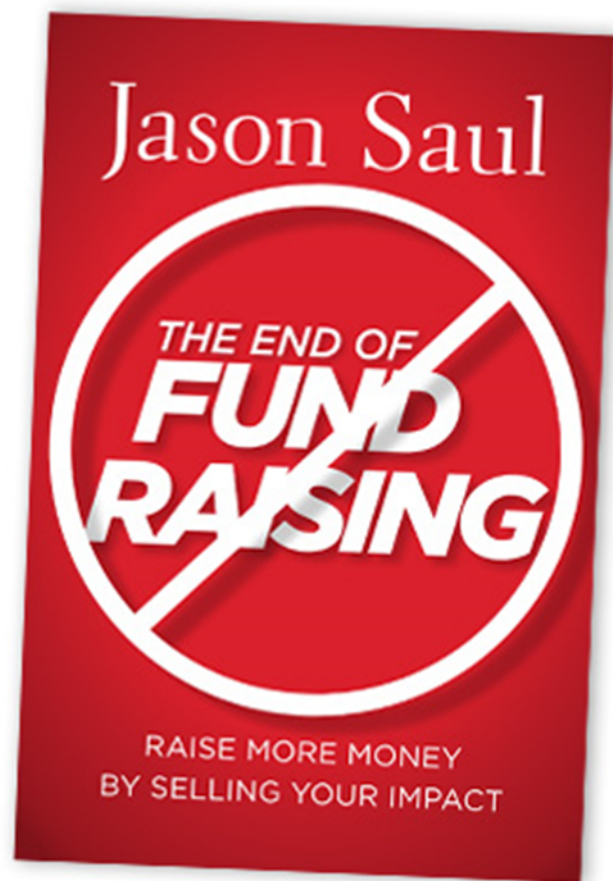


ENGAGE
SYSTEM

ACTIONS

KEEP TALKING START DOING

START SMALL AND TEST IT
MEASURE REACTION
DON'T BE AFRAID OF MISTAKES
DONE IS BETTER THAN PERFECT
PRACTICE BETA *WORK IN PROGRESS



募款「末日」

推銷效應來提升捐款

只有3%的人在乎捐錢改變了甚麼？

Only 3% of donors cares about the impact

- 更了解捐款產生的**效應**
- Deeper understanding of **impact** made.
- 尋找**投資者**, 不是跪求捐款人
- Look for **investors**, not begging for donors
- 從捐款人的角度認識吸引人” 購買 “的理由
- Understand impact from **buyers'** perspective
- 明確的**價值主張**
- Clear definition of **value proposition**.



私校興學何處去？

百年大計 教育為本

財團法人

立學校興學基金會

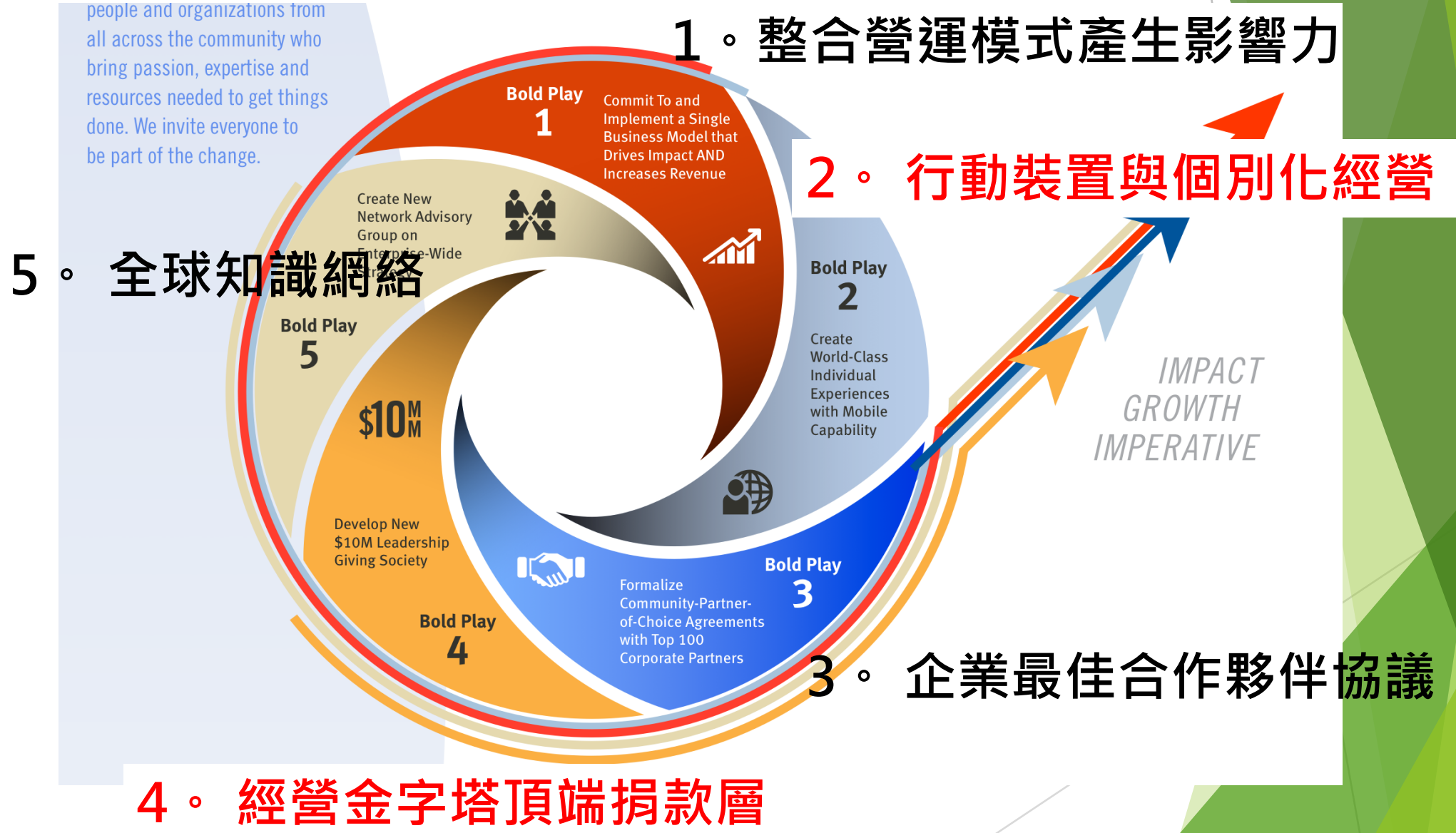
私立學校需要您的支持與關注
透過私校興學基金會捐款 簡單又節稅

聯盟？國家賦予的特權？還是逃避責任的藉口？

私立大學需要的是鬆綁而不是平台

- 另一個百年大計

國際聯勸的五大策略



幾點建議



國人對私校興學意向調查

趨勢研究與定期發表

經營募款市場

創造跨校議題募款產品