Postgraduate Certificate in
Grantmaking, Philanthropy and Social Investment
Course overview April 2013
The Centre for Charity Effectiveness

Excellent leadership and management are the lifeblood of any successful organisation. The huge sums invested every year by both private and public organisations in improving the leadership and management skills of senior staff are universally recognised as vital to this success.

At the Centre for Charity Effectiveness, we believe it is equally essential to invest in the leaders, managers and other professionals working in the voluntary and community sector (VCS) to create a sustainable future.

To meet this need, the Centre for Charity Effectiveness was established as part of Sir John Cass Business School, one of the top rated business schools in Europe. It is the only centre of excellence which offers the full range of latest research, education, training, mentoring and consultancy for voluntary and community sector employees and volunteer leaders.

Course objective

This unique course reflects the increasing interest in effective and transparent funding. The first course of its kind in the UK and Europe, it was developed in response to the demands of leading funding agencies. Students will develop a clear understanding of the principles and practice of social investment of all descriptions, the importance of risk management, probity of applications, ethical framework and relationships with external communities and agencies.

It is intended that this award will develop into the professional qualification for funders.

Our students

All students will be highly motivated graduate-level people who bring a wide range of professional competence, skills and experience from an array of charitable and beyond profit organisations.

In general we ask for a good first degree, normally a 2.1 Honours degree from a British University or an equivalent qualification from a leading overseas institution or three plus years relevant experience at a senior level in a charity or beyond profit organisation.
Course structure

The Postgraduate Certificate in Grantmaking, Philanthropy and Social Investment is offered on a part time basis and is taught over a period of six months. The Certificate consists of five modules, Introduction to Learning, Principles and Practices of Grantmaking, Management of Grantmaking, Shadowing/Fieldwork Exercise and Strategy, Diversity and Governance.

All courses are taught at Cass Business School and will require attendance one weekend a month commencing on the Friday afternoon at 1.00pm to 9.00pm and finishing on Saturday at 6pm. Additional times of attendance will be required:

• On the induction day
• For Action Learning Set meetings (usually alternate month, on Friday morning of the teaching weekend)
• On the day of the Principles and Practices of Grantmaking module exam.

Upon successful completion of the Certificate students will be given the option to continue to the Postgraduate Diploma. This requires students to take the module in Voluntary Sector Policy, Marketing and Fundraising and Resource Management.

Upon successful completion of the Postgraduate Diploma students will be given the option to continue to the MSc. This requires students to take the module in Research Methods for Managers. They may then elect to conduct six months of personal supervised research and the presentation of a 10,000 word dissertation. Alternatively they may choose to attend the three Specialist Pathway modules of one of the other courses as a Taught Masters.
Course content

Core modules

Introduction to Learning

This module aims to enable the student to:

- Map out their learning and development needs for the forthcoming years
- Set these needs within the context of the Masters (or Diploma) Programme
- Learn new learning and study skills.

Syllabus

- The theory of learning
- Assessing your learning style
- Learning and polishing study skills
- Making use of all the available tools
- Drawing up a learning contract.

Strategic, Diversity and Governance

The aims of the module are:

- To develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- Introduce practical tools to help improve the quality of an organisation’s strategic response to the changing environment
- Introduce practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- An enhanced appreciation of the constraints and opportunities offered by the changing governance and service-delivery frameworks which affect voluntary organisations.

Syllabus

- Improving an organisation’s strategic response by use of strategy and diversity management and theory
- Approaches to developing strategy
- Approaches to managing diversity
- The changing environment of the voluntary sector
- Case studies on the application of strategic planning and diversity.

Specialist subject modules

Principles and Practices of Grantmaking

The aims of the module are:

- To develop a clear understanding of principles of grantmaking and other social funding and how these are applied in different institutions in a UK context: public and quasi-public authorities, independent charitable trusts and foundations
- To develop an appreciation and critique of the relevant developments in funding principles and practice in international context, with particular reference to developments in the USA.

Syllabus

- The settings and context of funding
- The development of different types of funding institutions, with their income sources, legal structures and governance
• The different styles and purposes of funding, and alternatives to it
• Key elements and dilemmas of funding: innovation/replication, outputs/outcomes, the funding cycle, evaluations, risk-taking, public/donor expectations.

Fieldwork Exercise

This module aims to enable the student to:

• Develop a wider perspective on their role by gaining a deeper understanding of the environment of philanthropy and grantmaking
• Consider the different ethical and environmental issues faced by funders
• Gain an insight into the funder’s role and working practices through observing or in other ways
• Have the opportunity to extend the learning experience gained through the learning sets and the specialist modules.

Syllabus

• Negotiate the approach to the fieldwork exercise with appropriate colleagues (approval to be sought from the module leader)
• 4-5 days gaining an insight into the organisation’s role and working practices
• Reflections using all the theories and models learnt on the programme in preparation of a report containing analysis and reflection.

This module links the technical knowledge in principles and practices of grantmaking, and management of grantmaking to underpin the insights gained into working practice.
# Term dates

## Postgraduate Certificate

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Induction day*</td>
<td>18 April 2013</td>
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<tr>
<td>Principles and Practices of Grantmaking**</td>
<td>19 – 20 April 2013</td>
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<tr>
<td>Management of Grantmaking</td>
<td>10 May 2013</td>
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<td>11 May 2013</td>
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<td>14 – 15 June 2013</td>
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<tr>
<td>Strategy, Diversity and Governance</td>
<td>19 – 20 July 2013</td>
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<tr>
<td>Fieldwork</td>
<td>to be completed by August 2013</td>
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<tr>
<td>Strategy, Diversity and Governance</td>
<td>06 – 07 September 2013</td>
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<tr>
<td>Exam**</td>
<td>07 June 2013</td>
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## Postgraduate Diploma (conversion)

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Voluntary Sector Policy</td>
<td>12 October 2013</td>
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<td></td>
<td>08 – 09 November 2013</td>
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<tr>
<td>Marketing and Fundraising</td>
<td>06 – 07 December 2013</td>
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<tr>
<td>Resource Management</td>
<td>10 – 11 January 2014</td>
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<td>07 – 08 February 2014</td>
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<td></td>
<td>07 – 08 March 2014</td>
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<tr>
<td>Resource Management Exam</td>
<td>04 April 2014 (2.00pm to 5.00pm)**</td>
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## Masters (dates to be confirmed)

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<tr>
<td>Research Methods for Managers</td>
<td>16 – 17 January 2015</td>
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<td></td>
<td>13 – 14 February 2015</td>
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<tr>
<td>Dissertation or Taught modules</td>
<td>to be completed by end of September 2015</td>
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*Induction day 9.30am to 9.00pm
**All other modules are assessed by coursework
The faculty

The faculty represents a combination of leading academics and practitioners.

Stephen Bubb is Chief Executive of the Association of Chief Executives of Voluntary Organisations (ACEVO). Involved in leadership and sector funding which has radically shifted attitudes and policies. Currently leading the establishment of a Third Sector Leadership Centre, and a member of The Sunday Times / YouGov Think Tank.

Professor Ian Bruce CBE is a Visiting Professor and his particular interest is strategic planning and marketing for charities. He is Vice President of the Royal National Institute of the Blind and was previously Chief Executive of two national charities, a Chief Officer in local government and manager in the private sector.

Professor David Clark is a Chartered Accountant acting as an independent consultant to charities. From 1987 to 2005 he was a member of the Charities and Not-for-Profit Unit of haysmacintyre and predecessor firms, the last 15 years as an audit partner. He continues to act as a Consultant to haysmacintyre and is a Visiting Professor at Cass Business School. He is actively involved in advising a wide range of charity sector clients on their financial management and has developed a specialisation in religious charities, especially Roman Catholic Dioceses and Religious Orders.

Caroline Copeman is a Senior Visiting Fellow. She has 20 years senior experience in the commercial, public and voluntary sectors and has particular knowledge of strategy development and business planning, human resource management, change management, leadership and organisational development.

Professor Stuart Etherington is Chief Executive of NCVO. Throughout his career he has been involved in the leadership of voluntary organisations and policies surrounding them. As such he has become a leading commentator, both through his writing and his media profile.

Andrew Forrest is a Visiting Fellow and consultant and Tutor on the Centre’s degree programme and was until recently Director of Learning and Development at the Work Foundation. He specialises in the development and training of senior managers in all sectors and in helping organisations through mentoring, coaching and secondments.

Peter Grant is Senior Teaching Fellow in the Faculty of Management and the academic leader on the MSc Grantmaking, Philanthropy and Social Investment programme. Peter worked in the Arts and then as Director of an inner city charity for eight years. He joined Sport England at the inception of the National Lottery where he was respectively Deputy Director of Operations and then Head of Public Affairs and Development. From 1999 to 2004 he was Director of Operations of the New Opportunities Fund.

Professor John Hailey is a Senior Teaching Fellow at Cass Business School and the academic leader on the MSc NGO Management. He is also an independent consultant. Formerly, he was Professor of International Management and Deputy Director of Oxford Brookes University Business School, Director of the International Development Centre at Cranfield School of Management, and a Research Fellow at the East West Center in Hawaii. He was also one of the founders of the Oxford-based International NGO Training and Research Centre (INTRAC), and was the first Director of INTRAC’s Praxis Programme which was established to inform the development of new approaches to capacity building and managing change.

Professor Jenny Harrow, Professor of Voluntary Sector Management in the Centre for Charity Effectiveness, has extensive academic and practitioner experience in the voluntary sector. She is the Co-director of the ESRC Centre for Charitable Giving and Philanthropy and is a collaborative researcher, with research clients including Communities Scotland, the Community Fund, the Joseph Rowntree Foundation and the NCVO. She has a strong track record in doctoral supervision and is an active trustee in the fields of disability and community action.
Professor Andrew Hind is a Visiting Professor in Charity Governance and Finance. He is the joint module leader for Resource Management and Voluntary Sector Financial Management with Professor Paul Palmer. He was previously the Chief Executive of the Charity Commission and currently Editor of the Charity Finance Magazine.

Dr Tobias Jung is a Principal Research Fellow for the ESRC Centre for Charitable Giving and Philanthropy. He teaches on the Voluntary Sector Policy and Research Methods for Managers modules.

Professor Stephen Lee is Academic Leader for the PgDip/MSc Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and non-profit governance issues. He entered the voluntary sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the not-for-profit sector, he held the post of Director of the Institute of Fundraising (IOF) for a period of eleven years.

Professor Paul Palmer is the Associate Dean for Ethics, Sustainability and Community Engagement at Cass Business School as well as the Centre's Course Director for the specialist charity Masters programmes. As the author of several books on charity finance and governance, he also contributes to NCVO’s web-based helpline and is a member of the Charity Commission’s SORP committee. Previously he worked in senior positions in the voluntary sector.

Atul Patel is a Senior Teaching Fellow and the academic leader on the MSc Voluntary Sector Management. Qualified in social work, he has spent more than 15 years working in the voluntary and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.

Karl Wilding is Head of Policy, Research and Foresight at NCVO, leading a nine-person team covering work on the voluntary sector economy, social capital, and Third Sector Foresight, a futures programme for the sector.

Ray Jones is Head of Accountancy Policy at the Charity Commission and is module leader for one of the specialist pathway modules on the Charity Accounting and Financial Management course.
Current and past contributors and guest lecturers include:

**PgDip/MSc Charity Accounting and Financial Management**

Tony Austin  
Tax Partner, Mazars, London Region

Don Bawtree  
Partner and Head of Charity Unit, BDO Stoy Hayward

Paul Breckell  
Finance Director, RNID

Grayham Dawes  
Director, Charities Unit, Horwath Clark Whitehill

Neil Finlayson  
Charities Partner, Kingston Smith Chartered Accountants

Mark Freeman  
Chief Executive, Charity Business

Pesh Framjee  
Partner, Horwath Clark Whitehill, Charity Unit

Robert Meakin  
Partner, Stone King Solicitors

Paul Mitchell  
Former Associate Director, UBS

Russell Moore  
Charity VAT consultant, Saffrey Champness

Andrew Pitt  
until recently: Wealth Management Division, UBS

David Rowe  
Head of Charities Unit, UBS

Mark Salway  
Finance Director, CARE International

Kate Sayer  
Partner, Sayer Vincent

Alan Sharpe  
Finance Director, RSPB; Chairman, Charities Consortium

John Tate  
IT Advisor (Charity Finance Directors Group, Charity Technology Trust)

**PgDip/MSc Charity Marketing and Fundraising**

Lesley Palmer  
Consultant

Simon Burne  
Think Consultants

Lindsay Driscoll  
Legal Commissioner, Charity Commission for England and Wales

John Trampleasure  
Director of Fundraising and Marketing, Brooke Hospital for Animals

Ian McQuillan  
PR

Stephen Pidgeon  
Chairman and Founder, Target Direct

Richard Radcliffe  
Chairman, Legacy Campaign Development, Smee & Ford

Martin Kaufman  
Head of Development, Museum of London

Dr Susan Kay-Williams  
Chief Executive, Royal School of Needlework

**PgDip/MSc Grantmaking, Philanthropy and Social Investment**

Steven Burkeman  
Chief Executive, Board Member and Volunteer in not-for-profit sector

David Carpenter  
Director Trioplus Consultants and former Director, Lottery Sports Fund

Christine Elliott  
Chief Executive, Ramblers Association

Margo Horsley  
Consultant and Trainer for trusts, foundations, Lottery distributors and charities

Julia Kaufmann  
Freelance evaluator, trainer and capacity builder

Professor Diana Leat  
Visiting Professor, Cass Business School

Sarah Mistry  
Head of Research, Big Lottery Fund

Gerald Oppenheim  
Director of Planning and Performance, Big Lottery Fund

Cathy Pharoah  
Former Head of Research, Charities Aid Foundation

Nigel Siederer  
Runs Good Foundations Consultancy

Clare Thomas MBE  
Chief Grants Officer, Bridge House Trust

Anthony Tomei  
Director, Nuffield Foundation

Beth Breeze  
Freelance researcher and writer specialising in philanthropy and charitable giving
### PgDip/MSc Voluntary Sector Management

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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<tbody>
<tr>
<td>Debra Allcock-Tyler</td>
<td>Chief Executive, Directory of Social Change</td>
</tr>
<tr>
<td>Andrew Baines</td>
<td>Royal British Legion</td>
</tr>
<tr>
<td>Dorit Braun</td>
<td>Parentline Plus</td>
</tr>
<tr>
<td>Simon Davey</td>
<td>Omega Alpha Ltd</td>
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<tr>
<td>John Hailey</td>
<td>Visiting Professor, Cass Business School</td>
</tr>
<tr>
<td>Paul Hemming</td>
<td>Southern Region Childline</td>
</tr>
<tr>
<td>Veronique Jochum</td>
<td>NCVO</td>
</tr>
<tr>
<td>Susan Kay-Williams</td>
<td>Garden Organic</td>
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<tr>
<td>Tony Newby</td>
<td>BTCV</td>
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<tr>
<td>Valerie Tulloch</td>
<td>NCH</td>
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<tr>
<td>Sally Warren</td>
<td>Generate</td>
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<tr>
<td>Colleen Wedderburn-Tate</td>
<td>Independent Nurse/Healthcare Systems Consultant</td>
</tr>
<tr>
<td>Fiona Bartels-Ellis</td>
<td>Head, Equal Opportunity and Diversity, British Council</td>
</tr>
<tr>
<td>Louise Savell</td>
<td>ARK</td>
</tr>
<tr>
<td>Kate Bowgett</td>
<td>Volunteer Management Advisor, London Museums Hub</td>
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<tr>
<td>Bharat Mehta</td>
<td>Chief Executive, City Parochial</td>
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<tr>
<td>Nigel Lewis</td>
<td>Chief Executive, Ability Net</td>
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### PgDip/MSc NGO Management

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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<tbody>
<tr>
<td>Chris Cattaway</td>
<td>Independent Consultant, pm4ngo &amp; Global Achievements</td>
</tr>
<tr>
<td>Corinne Davey</td>
<td>Director, CDDC</td>
</tr>
<tr>
<td>Ben Emmens</td>
<td>Director of Human Resource Services, People in Aid</td>
</tr>
<tr>
<td>Anne Garbutt</td>
<td>Consultancies Director, INTRAC</td>
</tr>
<tr>
<td>Alex Jacobs</td>
<td>Former CEO Mango, Research Director Keystone</td>
</tr>
<tr>
<td>Rick James</td>
<td>Senior Consultant, INTRAC</td>
</tr>
<tr>
<td>David Lewis</td>
<td>Professor of Social Policy, LSE</td>
</tr>
<tr>
<td>Rachel Manton</td>
<td>Accenture Development Partnership</td>
</tr>
<tr>
<td>Peter Moore</td>
<td>Action Aid, International Board</td>
</tr>
<tr>
<td>Christie Peacock</td>
<td>CEO, Farm Africa</td>
</tr>
<tr>
<td>Nick Roseveare</td>
<td>Director, BOND</td>
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</tbody>
</table>
External examiners

Prof Peter Strachan, BA (Hons), PhD, PGCTLT
Professor, Department of Business and Management, Aberdeen Business School.

Harvey Freeman, MA (Cantab), FCA
Consultant, ICAEW Learning and Professional Development Team, and self-employed Business and Education Consultant.

Course fees

The fees for the programme are:

- Postgraduate Certificate: £2,750
- Conversion to Postgraduate Diploma: £2,750
- Conversion to Masters: £3,000

For any further enquiries, please contact the Charity Programmes Office charityapps@city.ac.uk
In 2002, City University’s Business School was renamed Sir John Cass Business School following a generous donation towards the development of its new building in Bunhill Row. The School’s name is usually abbreviated to Cass Business School.

Sir John Cass’s Foundation
Sir John Cass’s Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.