Postgraduate Certificate in Grantmaking, Philanthropy and Social Investment
Course overview April 2016
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 four modules, Learning and Understanding the Voluntary Sector, Principles and Practices of Grantmaking, Management of Grantmaking, and the Shadowing/Fieldwork Exercise.

All courses are taught at Cass Business School and will require attendance one weekend a month commencing on the Friday afternoon at 13.00 to 21.00 and finishing on Saturday at 18.00. 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 Strategy, Diversity and Governance, 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 15,000 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

Learning and Understanding the Voluntary Sector

This module aims to enable the student to:

- Map out your learning and development needs
- Set these needs within the context of the programme
- Learn new learning and study skills
- Develop skills to research a field of study selecting relevant information whilst omitting irrelevant discourse
- Develop skills to analyse and synthesise complex information within a coherent framework
- Understand and grasp the skill of working in an Action Learning Set (ALS)

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
- Writing a masters level assignment utilising relevant research techniques.

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.

Management of Grantmaking

The aims of this module are to:

- Facilitate and enhance understanding of the importance of the management of funding, in all its aspects, in a variety of funding organisations.
- Explore and critique alternative models and methods of funding management.

Syllabus

- Strategic and policy choices for funders
- Planning funding administration
- Promotion and publicity
- Processing
- Assessment and decision-making
- Fund management and monitoring
- Evaluation and strategic planning.
### Term dates

#### Postgraduate Certificate

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Induction day*</td>
<td>15 April 2016</td>
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<tr>
<td>Learning and Understanding the Voluntary Sector</td>
<td>15 – 16 April 2016</td>
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<tr>
<td>Principles and Practices of Grantmaking**</td>
<td>13 – 14 May 2016</td>
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<td>17 June 2016</td>
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<tr>
<td>Management of Grantmaking</td>
<td>18 June 2016</td>
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<td></td>
<td>15 – 16 July 2016</td>
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<td>Fieldwork</td>
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<td>Course Review Day (mandatory)</td>
<td>09 September 2016</td>
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<tr>
<td>Exam**</td>
<td>08 July 2016</td>
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#### Postgraduate Diploma (conversion)

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Strategy, Diversity &amp; Governance</td>
<td>11 – 12 November 2016</td>
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<td></td>
<td>09 – 10 December 2016</td>
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<tr>
<td>Marketing and Fundraising</td>
<td>13 – 14 January 2017</td>
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<td>Resource Management</td>
<td>10 – 11 February 2017</td>
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<td>10 – 11 March 2017</td>
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<td>07 – 08 April 2017</td>
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<td>Resource Management Exam**</td>
<td>05 May 2017 (14:00 to 17:00)</td>
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#### Masters (dates to be confirmed)

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<tr>
<th>Course</th>
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<tr>
<td>Research Methods for Managers</td>
<td>19 - 20 January 2018</td>
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<tr>
<td>Dissertation Proposal Review Day</td>
<td>16 February 2018</td>
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<tr>
<td>Dissertation or Taught modules</td>
<td>to be completed by early</td>
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<td></td>
<td>September 2018</td>
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* Induction day 09:00 to 20:00
** All other modules are assessed by coursework
The faculty

The faculty represents a combination of leading academics and practitioners.

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.

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.

Dr 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 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.

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.

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.
Current and past contributors and guest lecturers include:

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

- Tony Austin  
  Tax Partner, Mazars, London Region
- Kevin Barnes  
  Finance Director, Barnados
- Don Bawtree  
  Partner and Head of Charity Unit, BDO Stoy Hayward
- Paul Breckell  
  Finance Director, RNID
- James Brook-Turner  
  Finance Director, Nuffield Foundation
- Geoff Burnand  
  Social Finance
- Jim Clifford  
  Partner, Baker Tilly
- Greyham Dawes  
  Director, Charities Unit, Horwath Clark Whitehill
- Kenneth Dibble  
  Head of the Legal Division, Charity Commission
- Graham Elliott  
  VAT Partner, Withers
- Neil Finlayson  
  Charities Partner, Kingston Smith Chartered Accountants
- Stephen Fisher  
  Partner, premier-fd.com
- Pesh Framjee  
  Partner, Horwath Clark Whitehill, Charity Unit
- Peter Gotham  
  Chair of Charities Special Interest Group, ICAEW
- Bob Humphreys  
  Oxfam
- Robert Meakin  
  Partner, Stone King Solicitors
- Paul Mitchell  
  Newton Investment Management
- Russell Moore  
  Charity VAT consultant, Saffrey Champness
- Rick Payne  
  ICAEW Finance Innovation Lab
- Andrew Pitt  
  Head of Charities, Newton Investment Management
- Adrian Poffley  
  World Bank
- David Rowe  
  Head of Charities Unit, UBS
- Kate Sayer  
  Partner, Sayer Vincent
- Alan Sharpe  
  Finance Director, RSPB; Chairman, Charities Consortium
- Julian Smith  
  Partner, Farrer and Co
- John Tate  
  IT Advisor (Charity Finance Group, Charity Technology Trust)
- Andrew Wauchope  
  Head of Charities, UBS

**PgDip/MSc Charity Marketing and Fundraising**

- Mark Astarita  
  Chair IOF & Director of Fundraising British Red Cross
- Ken Burnett  
  Fundraising Forum
- Jane Cunningham  
  CEO Personal Telephone Fundraising
- Fiona Hesselden  
  Consultant at UNHCR International
- Giles Pegram  
  Consultant
- Richard Radcliffe  
  Chairman, Legacy Campaign Development, Smee & Ford
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 NGO Management

Christine Allen  Director progressio
Neil Casey  Chair, People in Aid
Chris Cattaway  Independent Consultant, pm4ngo & Global Achievements
James Crowley  Accenture Development Partnership
Corinne Davey  Director, CDDC
Ben Emmens  Director of Human Resource Services, People in Aid
Anna Feuchtwang  Director, Every Child
Anne Garbutt  Consultancies Director, INTRAC
Alex Jacobs  Director of Quality, PLAN International
Ben Jackson  Director, BOND
Rick James  Senior Consultant, INTRAC
David Lewis  Professor of Social Policy, LSE
Rachel Manton  Accenture Development Partnership
Peter Moore  Action Aid, International Board
Christie Peacock  CEO, Farm Africa
Nick Roseveare  Former Director, BOND

PgDip/MSc Voluntary Sector Management

Debra Allcock-Tyler  Chief Executive, Directory of Social Change
Andrew Baines  Royal British Legion
Fiona Bartels-Ellis  Head, Equal Opportunity and Diversity, British Council
Kate Bowgett  Volunteer Management Advisor, London Museums Hub
Dorit Braun  Parentline Plus
Simon Davey  Omega Alpha Ltd
Paul Hemming  Southern Region Childline
Veronique Jochum  NCVO
Susan Kay-Williams  Garden Organic
Nigel Lewis  Chief Executive, Ability Net
Bharat Mehta  Chief Executive, City Parochial
Tony Newby  BTCV
Louise Savell  ARK
Valerie Tulloch  NCH
Sally Warren  Generate
Karl Wilding  Director of Public Policy, NCVO
Course fees

The fees for the programme are:

Postgraduate Certificate  £2,925
Conversion to Postgraduate Diploma  £2,925
Conversion to Masters  £3,150

For any further enquiries, please contact the Charity Programmes Office
charityapps@city.ac.uk

Application

Apply for the course by completing the online application form, using the Apply Now button on the following page:
www.cass.city.ac.uk/courses/masters/charity-courses/voluntary-sector-management

Please attach a current CV and a supporting document to your application to show the breadth and relevance of your experience which it may not be possible to detail on the online form.

Please provide details for one academic and one professional reference or two professional references, depending on which is more relevant to your background in the past 3 - 5 years.

In order to participate fully in the collaborative learning process all students who have not previously studied in English must sit an IELTS exam. The required IELTS level is an average of 7.0 with a minimum of 6.5 in writing. If you are not a native English speaker but have been studying in the UK for the last three years it is unlikely you will need to take the test. Please submit a copy of your most recent English language test/qualification along with your application and a decision will be made by the Admissions Panel.
Cass Business School
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.