Centre for Charity Effectiveness

MSc/Postgraduate Diploma:
Grantmaking, Philanthropy and Social Investment
Course Overview October 2018

Centre for Charity Effectiveness
Intellectual leadership: developing talent, enhancing performance
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MSc in Grantmaking, Philanthropy and Social Investment

This unique course reflects the increasing interest in effective and transparent social funding in both the charitable trust and public sectors. The first course of its kind in the UK and Europe, it was developed in response to the demands of leading funding agencies.

The scope of the course is all types of social investment where the emphasis is on social benefit rather than financial return. The course examines the giving of grants and other forms of investment such as loans, endowments, contracts, social bonds and impact investing.

The course is aimed not only at those already working in some aspect of social funding but also those who want to find out more about the world of philanthropy and social investment, including those making a career shift. Though the course inevitably takes the majority of its examples from the UK it is designed to be international in scope and what you learn is transferable to any culture or jurisdiction.

As a student you will gain an understanding of:

A broad knowledge and understanding of nonprofit organisations, the external
- The background (history and facts) of the grantmaking and philanthropy sector
- The different models and practices of the sector
- The strategic and tactical decisions that need to be made in philanthropic activity
- The theoretical tools that are critical for social investment including evaluation, impact measurement, risk and operations management
- A range of approaches to key issues presented by major practitioners
- How to design and operate a programme for social investment that will maximise social impact.

WHAT SETS THE CASS GRANTMAKING, PHILANTHROPY AND SOCIAL INVESTMENT COURSE APART

Practicality: The Cass programme in Grantmaking, Philanthropy and Social Investment is the only course in the world that give you a complete ‘toolkit’ for the construction of social investment programmes.

Future-facing: The course stays up-to-date with the rapidly changing world of philanthropy and social investment ensuring immediate applicability. It is revised annually and both the external and internal experts change to ensure we address both current and anticipated changes in the sector.

Both academic and applied: The course is a high-level academic qualification from one of the world’s leading business schools and as such treats the subject as being embedded in wider finance and management studies.

A rich learning environment: Course lecturers are among the leading experts in their fields both nationally and internationally and the course has been awarded a teaching prize for excellence. The diversity of our student cohort ensures a rich and stimulating learning environment.
All students are highly motivated graduate-level people who bring a wide range of professional competencies, skills and experience from a wide range of backgrounds. Typically, 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;
- and three or more years relevant experience at a senior level. In exceptional cases we will accept those without a degree, provided they have significant and relevant work experience

Our students

Caroline Taylor
CEO, Essex Community Foundation

Completing the MSc in Grantmaking, Philanthropy and Social Investment enabled me to make a step change in my career. I had been a Director at my charity for a number of years and so had a solid foundation from which to develop but the course gave me the extra edge and helped me to secure my first CEO position in 2015. The course content is really engaging and the range of speakers is excellent, I would not hesitate to recommend the programme to others.

Ciorsdan Brown
Grants Officer, The Goldsmiths’ Company

The course was invaluable to me in terms of: practical assignments applicable to my own working environment; access to a wide range of knowledge and teaching and; most importantly, a fantastic and diverse network of colleagues with whom I am still in touch today. I believe I would not have had the confidence to advise my Company on our Strategic Review, had it not been for the course.

Bruno Spriet
Grant Manager

It was a fascinating experience to have core modules shared across the different disciplines highlighting all aspects of civil society, non-profit organisation management, and the role of funding within the sector. The in-depth grantmaking, philanthropy and social investment modules provided theory and range of practices in my own field of expertise, and helped me to reflect on the way we work in our own organisation and how to become more strategic and impactful in what we do.
Curriculum overview

Though the course provides a solid background in the history and theory of philanthropy and grantmaking (with examples both from the UK and abroad), a major component is the application of social investment practice as a business process. Students will develop a clear understanding of the principles and practice of philanthropy and grantmaking and the importance of all aspects of risk assessment, probity of applications, ethical frameworks and relationships with external communities and agencies.

It is intended that the award, given its uniqueness, will develop into the professional qualification for grant makers.

It is one of the five postgraduate courses offered by Cass Business School’s Centre for Charity Effectiveness (Cass CCE). Cass CCE inspires transformation and delivers positive change within the nonprofit sector through a mix of educational programmes, consultancy services and convening activities.

The full MSc is taught on a part-time basis over a period of two years. Alternatively, some students wish to graduate after the first year with a Postgraduate Diploma.

The first year is common to both the MSc and the PgDip and to all of the Centre’s postgraduate courses. It consists of four core modules which all students take. These core modules provide the essential underpinning of management skills for the specialist modules.

To complete the full MSc, students are required to take the Research Methods for Managers module in the second year. 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 Social Enterprise module and the two taught Specialist Pathway modules of one of the other courses as a Taught Masters.

All courses are taught at Cass Business School and will require attendance one weekend each month commencing on Friday afternoon from 13.00 to 21.00 and finishing on Saturday at 17.30.

Additional attendance will be required (first year only):
- On the Induction Day (the Friday of the October weekend of the course)
- For Action Learning Set meetings (usually alternate months, on Friday morning of the teaching weekend)
Grantmaking, Philanthropy and Social Investment modules

Principles and Practices of Grantmaking

The aims of the module are to develop a clear understanding of principles of grantmaking and other types of social funding and how these are applied in different institutions in a UK context: public and quasi-public authorities, independent charitable trusts and foundations.

**SYLLABUS**
- The settings and context of grantmaking and other types of social 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, evaluation, risk-taking, public/donor expectations.

Managing of Grantmaking

The aims of this module are to facilitate and enhance understanding of the importance of the management of grantmaking, and other social funding, in all its aspects, in a variety of funding organisations. Also to explore and critique alternative models and methods of funding management.

**SYLLABUS**
- Strategic and policy choices for funders
- Planning funding administration
- Promotion and publicity
- Processes
- Assessment and decision-making
- Grant management and monitoring
- Evaluation and strategic planning.

Shadowing/fieldwork exercise

This module provides a tailored learning experience centred on your learning contract and built around a four to five day negotiated shadowing experience where you will shadow a senior manager in a voluntary sector organisation or take a management consultancy type fieldwork exercise.

**SYLLABUS**
- 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.

These two pages provide a summary of the Grantmaking, Philanthropy and Social Investment Specialist Modules and the four modules that students complete in their first year. Further summaries for other courses’ Specialist Modules can be found in their respective course brochures.
Core modules

**Learning and Understanding the Voluntary Sector**

This module aims to enable you 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).

**Resource Management**

This module aims to enable you to:
- Understand the principles of resource management within the specialist context of charities.

**Marketing and Fundraising**

This module aims to enable you to:
- Recognise and use the concepts, underpinning knowledge, skills and techniques to plan and develop marketing and operations systems
- Analyse marketing needs, evaluate marketing plans, in the context of applying marketing concepts to your own organisation.

**Strategy, Diversity and Governance**

This module aims to enable you to:
- Develop a broad knowledge and conceptual base in the field of strategy development, diversity and governance
- Utilise practical tools to help improve the quality of an organisation’s strategic response to the changing environment
- Become familiar with practical tools to help improve the ability of the organisation and its managers and leaders to build a diverse workforce
- Gain an enhanced appreciation of the constraints and opportunities offered by the changing governance and service-delivery frameworks which affect nonprofit organisations.
## Year 1 – 2018

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
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<tbody>
<tr>
<td>Induction</td>
<td>05 October 2018</td>
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<tr>
<td>Learning and Understanding the Voluntary Sector</td>
<td>05 – 06 October 2018</td>
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<tr>
<td>Strategy, Diversity and Governance</td>
<td>09 – 10 November 2018</td>
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<td>07 – 08 December 2018</td>
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<tr>
<td>Marketing &amp; Fundraising</td>
<td>11 – 12 January 2019</td>
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<tr>
<td>Resource Management</td>
<td>08 – 09 February 2019</td>
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<td>08 – 09 March 2019</td>
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<td>05 – 06 April 2019</td>
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<tr>
<td>Exam*</td>
<td>03 May 2019</td>
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<tr>
<td>Principles and Practices of Grantmaking</td>
<td>17 – 18 May 2019</td>
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<td></td>
<td>14 June 2019</td>
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<td>Exam*</td>
<td>12 July 2019</td>
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<tr>
<td>Management of Grantmaking</td>
<td>15 June 2019</td>
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<td></td>
<td>26 – 27 July 2019</td>
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<tr>
<td>Fieldwork exercise</td>
<td>Process to be completed by early August 2019</td>
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<td>Course Review Day</td>
<td>06 September 2019</td>
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*All other modules are assessed by coursework

Teaching normally takes place between 13.00 and 21.00 on Friday, and 09.15 to 17.30 on Saturday.

An Action Learning Set session will take place on the Friday morning of each alternate teaching module (October, December, February, April, July, September).
# Year 2 – 2020

**MSC CONVERSION FROM JANUARY 2020**  
(DATES TO BE CONFIRMED NOVEMBER 2019)

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
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<tbody>
<tr>
<td><strong>Research Methods for Managers</strong></td>
<td>24 – 25 January 2020</td>
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<tr>
<td><strong>Masters by Dissertation</strong></td>
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<tr>
<td>Research Proposal Review Day</td>
<td>21 February 2020</td>
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<tr>
<td>Dissertation submission</td>
<td>17 September 2020</td>
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<tr>
<td><strong>Taught Masters</strong></td>
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<tr>
<td>Charity Accounting and Financial Management option</td>
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<tr>
<td>Social Enterprise</td>
<td>21 – 22 February 2020</td>
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<td></td>
<td>20 – 21 March 2020</td>
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<tr>
<td>Advanced Charity Accounting, Audit and Taxation</td>
<td>29 – 30 May 2020</td>
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<td></td>
<td>19 June 2020</td>
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<tr>
<td>Exam</td>
<td>10 July 2020</td>
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<tr>
<td>Voluntary Sector Management</td>
<td>20 June 2020</td>
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<td></td>
<td>24 – 25 July 2020</td>
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<tr>
<td><strong>Charity Marketing and Fundraising option</strong></td>
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<tr>
<td>Social Enterprise</td>
<td>21 – 22 February 2020</td>
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<td>20 – 21 March 2020</td>
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<tr>
<td>Fundraising</td>
<td>29 – 30 May 2020</td>
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<td>19 June 2020</td>
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<td>Exam</td>
<td>10 July 2020</td>
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<td>Strategic Charity Marketing</td>
<td>20 June 2020</td>
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<td>24 – 25 July 2020</td>
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<tr>
<td><strong>NGO Management option</strong></td>
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<td>Social Enterprise</td>
<td>21 – 22 February 2020</td>
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<td></td>
<td>20 – 21 March 2020</td>
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<tr>
<td>NGO Management: The strategic issues</td>
<td>15 – 16 May 2020</td>
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<td>12 June 2020</td>
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<td>Managing NGOs: People and Practices</td>
<td>13 June 2020</td>
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<td></td>
<td>24 – 25 July 2020</td>
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<tr>
<td><strong>Voluntary Sector Management option</strong></td>
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<tr>
<td>Social Enterprise</td>
<td>21 – 22 February 2020</td>
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<td></td>
<td>20 – 21 March 2020</td>
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<tr>
<td>Organisation, Leadership and Change</td>
<td>15 – 16 May 2020</td>
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<td></td>
<td>12 June 2020</td>
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<tr>
<td>Managing People and Quality</td>
<td>13 June 2020</td>
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<td>24 – 25 July 2020</td>
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Peter Grant
Dr Peter Grant is one of the UK’s leading practitioners in public and charitable funding. After working in the arts, he was Director of an inner-city youth charity for eight years. On the commencement of the National Lottery he moved to Sport England where he devised the first Lottery programme to favour areas of deprivation and was one of the architects of Awards for All. As Director of Operations at the New Opportunities Fund between 1999 and 2005, he developed and delivered over £4.5 billion of funding programmes.


Guest Lecturers include:
Dr Beth Breeze: Director, Centre for Philanthropy, University of Kent
David Cutler: Director, Baring Foundation
George Gosling: Teaching fellow in Modern History, King’s College London (with particular interest in the relationship between business and charity)
Margo Horsley: Chief Executive, Fixers
Gerald Oppenheim: Head of Policy, Fundraising Regulator
Elisabeth Paulson: Investment Director, Impetus Private Equity Foundation
Sarah Ridley: Chief Executive, London Marathon Trust
Michelle Russell: Director of Investigations, Monitoring and Enforcement, Charity Commission
Jane Steele: Head of Impact and Evaluation, Paul Hamlyn Foundation
Paul Streets: Chief Executive, Lloyds Bank Foundation
Core Faculty

The faculty represents a combination of leading academics and practitioners.

**Justin Davis Smith** is a Senior Research Fellow at the Centre for Charity Effectiveness, Cass Business School. He was previously Chief Executive of Volunteering England, Director of the Institute for Volunteering Research and Executive Director of Volunteering at NCVO. He has over 20 years researching and leading in the volunteering movement and has advised the UK Government and the United Nations on the development of volunteering policy.

**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 is formerly Editor of the Charity Finance Magazine.

**Professor Stephen Lee** is Academic Leader for the Charity Marketing and Fundraising programme. He is an active researcher and leading commentator on strategy development, marketing, fundraising, ethics and nonprofit governance issues. He entered the nonprofit sector in 1982 as Deputy Chief Executive at the Charities Advisory Trust and Directory of Social Change. Following further senior appointments in the 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 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 nonprofit 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 nonprofit and statutory sectors. His particular interests are in management development, strategy development, diversity development, assessment of complex staffing situations and advising trustees.
### Course fees

The fees for the programme are:

- **Year 1 (Postgraduate Diploma):** £6,120
- **Year 2 (MSc Conversion):** £3,570

First year fees can be paid in two instalments. The first must be paid in order to complete registration. Students pay the second instalment at the end of January. If sponsored, the sponsoring charity will be invoiced around the start date of the course. Sponsoring Charities can by request pay the second instalment in the first week in April 2019 on receipt of the invoice. Any deposit paid to secure your place will be deducted from the first instalment.

For those converting the diploma to MSc the fee of £3,570 is payable as a single payment in the second year.

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/study/masters/apply/online/charities-courses/grantmaking-philanthropy-social-investment-application](http://www.cass.city.ac.uk/study/masters/apply/online/charities-courses/grantmaking-philanthropy-social-investment-application)

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.

Please attach a current CV and a personal statement to your application to show the breadth and relevance of your experience which it may not be possible to detail on the online form.
Our enduring mission is to drive transformation in the sector. We will continue to innovate, enable outstanding leadership, and deliver sustainable change through applied research, professional development programmes and consultancy to both support the sector in the UK and internationally.

We are the sector’s academic convenor. We are the place where students can gain world class Masters degrees, where charity leaders come for cutting-edge professional development and to meet and network with peers and share their experiences and ideas.

Our inspirational alumni lead some of the UK’s most successful charities and return regularly for professional development, consultancy services and networking. They are core to delivering our ongoing mission to drive transformation within the sector and society.

Find out more about us: www.cass.city.ac.uk/cce
Cass Business School
In 2002, the School was renamed Sir John Cass Business School following a generous donation towards the development of its new Bunhill Row premises.

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.