BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Centre for Charity Effectiveness

MSc/Postgraduate Diploma: Charity Marketing and Fundraising

Course Overview October 2022

[Always learning]

Centre for Charity Effectivenes
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MSc in Charity Marketing and Fundraising

This award is designed for those working at senior level in marketing and fundraising in the voluntary and community sector. It combines theoretical rigour with the application of contemporary professional best practice.

It is designed to support and further develop the core management skills and key competencies necessary to the delivery of efficient, effective and appropriate fundraising and marketing practice in the voluntary sector context. It is suitable for existing marketing and fundraising practitioners located within the voluntary sector and for those wishing to transfer relevant skills and knowledge from experience gained in other sectors.

As a student you will gain:

- A clear understanding of the strategic application of the marketing paradigm in the voluntary sector
- Practical application of key strategic marketing concepts and tools in different voluntary sector contexts
- Clear understanding of the design, implementation and evaluation of alternate fundraising strategies and techniques
- Relevant marketing/fundraising management competencies, leadership skills and analytical capabilities
- Access to a strong network and connections within the sector
- Confidence to pursue your career in the sector.

WHAT SETS THE MARKETING AND FUNDRAISING COURSE APART

Future-facing: the course focuses on the rapidly evolving adoption and application of the strategicmarketing paradigm as it impacts all facets of voluntary sector management. The growing instance of marketing to promote greater effectiveness in resource acquisition and resource distribution are discussed alongside the practical application of key strategic marketing concepts and planning disciplines to the voluntary sector context. The focus is on the application of a strategic marketing approach alongside effective management of brand, alternate channels and marketing communications. Within this strategic marketing focus, alternate approaches to fundraising strategy are introduced alongside the important constraints of ethical best practice and contemporary regulation as they apply to fundraising strategy. Adoption of alternate fundraising techniques are debated together with their selection and application within the context of a robust and accountable strategic framework.

Both academic and applied: the course combines the academic rigour of an internationally respected business school with a highly practical and applied approach. The course is delivered by senior academics with first-hand experience and ongoing involvement in the sector. In addition, guest lectures are delivered by senior marketing and fundraising practitioners presenting contemporary issues and exploring the real world challenges they face. The shadowing/fieldwork exercise, a key component of the course, provides students with a unique insight into the day-to-day realities in applying marketing or fundraising in the context of voluntary sector management.

A rich learning environment: the course lecturers are among the most highly regarded in the University and several have been awarded prizes for the quality of their teaching. Personal reflection and learning is encouraged through action learning sets and the coaching opportunities that are available. We place considerable emphasis on student participation and interaction. Together with the diversity of the student cohort each year, this creates a stimulating learning environment.

Our students

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

Past students have come from voluntary sector organisations of all sizes, as well as foundations, business and the public sector. Past students include both full and part time staff members and those operating as trustees and volunteers.

Zoe Marlow

Head of Client Relations (Education), Sannam S4

The Charity Marketing and Fundraising course gave me some much needed intellectual rigour and helped develop a much more analytical and reflective approach. This has been invaluable in my new job; in fact, I wouldn't have got this job without this more strategic thinking.

Stephanie Lawless

Community and Events Fundraising Manager, Dogs for Good

I specialise in fundraising but wanted a wider understanding of the third sector as a whole, in order to aid my development and to give me a better grounding as a senior manager in my organisation. The course was challenging but manageable when working full time and the lecturers and guest speakers were all excellent.

Marco Greco

Head of Development, Just like Us

The course covered a fantastic breadth of topics in great detail, merging theory with practical real world solutions and prepares students to take on the challenges currently facing the voluntary sector. Completing this course provided me with the skills, knowledge and confidence to apply for and secure a more senior role in a new organisation.

Programme Overview

NATURE OF TEACHING PROVISION

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.

It is one of the five postgraduate courses offered by Bayes Business School's Centre for Charity Effectiveness (CCE).

CCE inspires transformation and delivers positive change within the nonprofit sector through a mix of educational programmes, consultancy services and convening activities.

The first year is common to both the MSc and the PgDip and to all of the Centre's postgraduate courses.It consists of five 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 Bayes 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)

Nonprofit Masters: Key Learning Outcomes

- A broad knowledge and understanding of nonprofit organisations, the external context within which they operate and how they should be led and managed (integrating the different disciplines in an holistic way)
- Deep knowledge and understanding of the specialist subject areas chosen for further investigation in the specialist pathway element of the course
- Develop and challenge programme participant's understanding and appreciation of the conceptual foundation of these fields and of their relevance in an applied setting
- A range of cognitive, intellectual and personal/interpersonal skills and techniques to apply directly to day to day work
- The opportunity to develop deep and relevant insights into charity management from peers of different but related backgrounds (through networking, study and sharing of ideas)
- The ability to deliver direct benefits back to their organisation in the form of recommendations for improved effectiveness across all the subject areas covered.

Charity Marketing and Fundraising modules

Fundraising

The aims of the module are to develop a broad, informed and critical understanding of the complex issues surrounding fundraising.

SYLLABUS

- Building Effective Fundraising Strategies
- Developing the Case for Support
- Motivations for Giving
- Individual Donor Acquisition and Development Programmes
- Raising Funds from Institutions
- Capital Campaigns and Major Donor Development Programmes
- Legacy/Bequest Fundraising
- Corporate Support & Sponsorship
- The Regulation of Fundraising Practice
- Fundraising Ethics & Professional Practice.

Strategic Charity Marketing

The aims of this module provide an enhanced consideration of marketing as a strategic tool and to introduce the strategic management aspects of charity marketing.

SYLLABUS

- The Marketing Paradigm & Voluntary Sector Management
- Strategic Marketing Management
- Implementing Marketing Campaigns Effectively
- Application of Branding & Brand Strategy in the Voluntary Sector Context
- Social Marketing & Campaigning
- Interactive Marketing Communications
- Current legal and regulations affecting marketing.

Shadowing/fieldwork exercise

This module enables you to undertake a 'tailored' learning experience associated with and/or within a charity or relevant organization in order to expand your professional (fundraising or marketing) competences and management capacity: analyse alternative approaches to improving your own and your organisation's effectiveness; and consider any ethical issues that have arisen from your engagement with the module and how you dealt with them.

SYLLABUS

- 4-5 days gaining an insight into chosen organisation's/individual's role and working practices
- Apply relevant theories and models learnt on the programme in preparation of a report containing analysis and reflection
- Application of learning to your own organisation and yourself.

These two pages provide a summary of the Charity Marketing and Fundraising Specialist modules and the five core 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

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.

Charity Accounting and Finance

The aims of the module are:

- To provide you with an understanding of the specialist charity accounting framework grounded in trust law and fund accounting principles and issues of financial management.

People Management in the Voluntary Sector

The aims of the module are to provide you with an understanding of the:

- Principles of HRM within the specialist context of charities.
- Key developments taking place in the world of volunteering and the implications for involving volunteers in voluntary organisations.

Learning and Understanding the Voluntary Sector

This module aims to enable you to:

- Map out your learning and development needs
- Learn new learning and study skills
- Understand and grasp the skill of working in an Action Learning Set (ALS).
- Understand the historical roots of voluntary action and current policy issues

Strategy, Diversity and Governance

This module aims to enable you to:

- 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 – 2022-23

Module	Date
In-person registration and Induction	06 October 2022
Learning and Understanding the Voluntary Sector	07 – 08 October 2022
Strategy, Diversity and Governance	11 – 12 November 2022 09 – 10 December 2022
Marketing & Fundraising	13 – 14 January 2023
People Management in the Voluntary Sector	10 – 11 February 2023
Charity Accounting and Finance	10 – 11 March 2023 31 March – 01 April 2023
Fundraising	19 – 20 May 2023 16 June 2023
Strategic Charity Marketing	17 June 2023 21 – 22 July 2023
Fieldwork exercise	Process to be completed by early August 2023
Course Review Day	01 September 2023

*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 onSaturday.

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 – 2024

MSC CONVERSION FROM JANUARY 2024
(DATES TO BE CONFIRMED SEPTEMBER 2023)

Module	Date
Research Methods for Managers	26 – 27 January 2024
Masters by Dissertation	
Research Proposal Review Day	23 February 2024
Dissertation submission	19 September 2024
Taught Masters	
Charity Accounting and Financial Management option	
Social Enterprise	23 – 24 February 2024 22 – 23 March 2024
Advanced Charity Accounting, Audit and Taxation	31 May – 01 June 2024 21 June 2024
Exam	19 July 2024
Voluntary Sector Financial Management	22 June 2024 26 – 27 July 2024
Philanthropy, Grantmaking and Social Investment option	
Social Enterprise	23 – 24 February 2024 22 – 23 March 2024
Principles and Practices of Philanthropy, Grantmaking and Social Investment	31 May – 01 June 2024 21 June 2024
Management of Philanthropy, Grantmaking and Social Investment	22 June 2024 26 – 27 July 2024
NGO Management option	
Social Enterprise	23 – 24 February 2024 22 – 23 March 2024
NGO Management: The strategic issues	17 – 18 May 2024 14 June 2024
Managing NGOs: People and Practices	15 June 2024 26 – 27 July 2024
Voluntary Sector Management option	
Social Enterprise	23 – 24 February 2024 22 – 23 March 2024
Organisation, Leadership and Change	17 – 18 May 2024 14 June 2024
Managing People and Quality	15 June 2024 26 – 27 July 2024

The Faculty

Charity Marketing and Fundraising Faculty

Stephen Lee

Stephen Lee is currently Professor of Voluntary Sector Management at Bayes Business School. From 2012 until the General Election in May 2015 he was also Chief Executive at CentreForum, the UK based liberal think tank.

Whilst at Centreforum he commissioned and oversaw the publication of 65 major public policy research reports. Under his leadership CentreForum was awarded Prospect Magazine Economic Think Tank of the Year in 2013.

He has been College Secretary at Henley Management College and Faculty Director Strategy and Professor of Marketing at Henley Business School where he also established and ran the Centre for Voluntary Sector Management.

During this period he established himself as a leading authority on marketing, governance and business ethics issues and the leading European authority on charity fundraising regulation and the law and fundraising ethics.

Principle current research interests include Public Trust and Confidence in Charity Fundraising; Charity Fundraising Regulation; Ethical, Governance and Data Protection issues. A Fellow of the RSA and one of only four Honorary Fellows of the IOF, in September 2000 he received the inaugural, Professional Fundraising Lifetime Achievement Award.

James Newell

James Newell is Director of the Kingston Smith Fundraising and Management division and supports a wide range of clients with high value fundraising and strategy advice. Following a marketing role in the automotive sector, James moved into the charity sector where he has gained a breadth of fundraising experience over the last nine years. James holds a Masters from Bayes Business School in Philanthropy, Grantmaking and Social Investment and the ICAEW's Diploma in Charity Accounting. Recently, James was featured in Charity Finance Magazine's '25 under 35' rising stars in the charity advisory field.

Core Faculty

The faculty represents a combination of leading academics and practitioners.

Dr Justin Davis Smith is a Senior Research Fellow at the Centre for Charity Effectiveness, Bayes Business School, as well as the Academic Leader on the Voluntary Sector Management programme. He is also the Course Director for the Charities Programme. 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.

Dr Peter Grant is a Senior lecturer in the Faculty of Management, the Academic Leader for the Philanthropy, Grantmaking and Social Investment. 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.

Andrew Hind is a Visiting Lecturer in Charity Governance and Finance. He is the joint Module Leader for Charity Accounting and Finance 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.

Dr Rick James is a Senior Teaching Fellow at Bayes Business School and Academic Leader for the NGO Management programme. He has worked as a Principal Consultant for INTRAC and as an organisational change consultant in Africa, Asia and Europe for 25 years.

Beverly Jones is a Senior Lecturer at the Bayes Business School co-facilitating the NGO Management specialist modules. She has over 30 years' experience in international development and politics, working with and within the civil society sector, with a strong focus on citizen-state engagement in its different forms, and more recently with governments and multi-lateral organisations.

Professor Paul Palmer is the Academic Leader for the Charity Accounting and Financial Management programme. He is a Founder Trustee of the Honorary Treasurers Forum and has just completed a review for the Charity Commission on CC14 and Social Investment. Previously he worked in senior positions in the nonprofit sector.

Course fees

The programme fees for 2022/23 are:

Year 1 (Postgraduate Diploma): £6,800

Year 2 (MSc Conversion): £3,900

Fees in each subsequent year of study (where applicable) will be subject to an annual increase of 2%. We will confirm any change to the annual tuition fee to you in writing prior to you commencing each subsequent year of study (where applicable).

First year fees can be paid in two instalments. The first must be paid in order to complete registration. Students pay the second installment at the end of January. If sponsored, the sponsoring charity will be invoiced around the start date of the course. On receipt of the invoice sponsoring charities can by request pay the second intstalment in the first week in April 2020. Any deposit paid to secure your place will be deducted from the first instalment.

Students applying for a PGLoan, should apply for this ensuring that the different fees in year 1 and 2 (due to the different number of credits complete)are noted.

Please send your confirmation of your payment schedule at the first possible opportunity as this will need to be noted in order to adjust the due dates.

For those converting the diploma to MSc the fee of £3,900 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.bayes.city.ac.uk/study/masters/courses/charity-marketing-and-fundraising

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.

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.

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Centre for Charity Effectiveness

- 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.bayes.city.ac.uk/cce

Celebrating over 10 years inspiring transformation within the nonprofit sector

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