



CASS
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON
EST 1894

Centre for
Charity Effectiveness



“The vision of the Centre for Charity Effectiveness at Sir John Cass Business School is that of a nonprofit sector leading positive social change. Since our inception over 20 years ago, we’ve enabled transformation for those working within and alongside the sector by improving governance performance, cultivating outstanding leaders and supporting sustainable change for organisations worldwide.”

Welcome

to the Cass Centre for Charity Effectiveness (Cass CCE)

The nonprofit world is changing. Forward-looking organisations in the UK and overseas are demanding education they can translate into action, to strengthen their performance and create maximum social value for their beneficiaries.

And we’re ideally equipped to help them.

Cass CCE was formed in 2004 through a partnership between Cass Business School and The Worshipful Company of Management Consultants. It’s based on the vision of its founding director, Professor Ian Bruce, who wanted the voluntary and community sector to enjoy the qualities of leadership and professional development he’d experienced in the private sector.

As the only UK specialist centre at a global business school working with nonprofits, we offer a unique blend of multidisciplinary and cross-sectoral expertise that delivers real value for our UK and international students, delegates and clients, across the areas of:

- Education
- Professional development
- Consulting
- Research and knowledge sharing.

Our academic experts work alongside practitioners and management consultants so you learn how to merge your nonprofit expertise with the mind of a business manager and the spirit of a leader.

How we work with our students, delegates and clients sets us apart. We empower individuals, allowing specialisation, greater professional self-belief and strengthened skills and behaviours. We are independent in thought, collaborative in approach and influential in impact. We’re also:

- **Passionate**
We fuel your ambition, providing opportunities, challenge and support
- **Intellectual**
We promote and challenge creative thinking through our research that pushes your knowledge boundaries
- **International**
We pursue international opportunities that build our insight, networks and teaching
- **Practical**
We ensure academic relevance through application and community engagement
- **Independent**
We promote professionalism and best practice governance through exceptional rigour, integrity and discipline.

This brochure provides just a glimpse of what we can deliver for you. If you’d like to learn more about becoming part of the Cass community of nonprofit leaders, we’d love to hear from you.

Alex Skaites

Paul Palmer

Alex Skaites
Director and CEO
Consulting and
Professional
Development
Cass CCE

Professor Paul Palmer
Professor of Voluntary
Sector Management
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Cass CCE



Charities master's programme
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 www.cass.city.ac.uk/cce-masters

Charities master's programme

A suite of five CCE master's – invest in your future career

A charities master's from Cass is the ultimate academic qualification for the nonprofit sector.

The two-year, part-time structure of our charities master's programme allows students the flexibility of choosing the level of their qualification (Postgraduate Diploma or MSc), and whether they want to cover one subject in depth through a dissertation or a further specialist area (through teaching), to complete the full master's degree.

The five courses are:

PGDIP/MSC CHARITY ACCOUNTING AND FINANCIAL MANAGEMENT

This course is aimed at people already working in charity finance, or those wishing to transfer financial expertise from other sectors. It is designed for those hoping to develop a senior management career in a charity finance function, or become an advisor, auditor or independent examiner to a charity.

Modules cover

- Strategic issues and organisational challenges facing charitable organisations within the finance function
- How to build relevant management and leadership skills and analytical capabilities
- Issues of managing change in the finance function
- Advanced financial management, audit and taxation principles and practice requirements applied to the charity sector.

PGCERT/PGDIP/MSC 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. It was developed in response to the demands of leading funding agencies.

Modules cover

- The background of the grantmaking and the philanthropy sector

- The strategic and tactical decisions that need to be made in philanthropic activity
- Principles of grantmaking and other types of social funding and how these are applied in different institutions in a UK context
- The importance of the management of grantmaking and other social funding, in a variety of funding organisations.

PGDIP/MSC CHARITY MARKETING AND FUNDRAISING

This course is designed for those working at senior level in marketing and fundraising in the voluntary and community sector and for those wishing to transfer relevant skills and knowledge from experience gained in other sectors. It combines theoretical rigour with the application of contemporary professional best practice.

Modules cover

- The strategic application of the marketing paradigm in the voluntary sector
- The key strategic marketing concepts and tools applied to different voluntary sector contexts
- The complex issues surrounding fundraising and how to design, implement and evaluate alternative fundraising strategies and techniques
- The strategic management aspects of charity marketing.

PGDIP/MSC NGO MANAGEMENT

One of the only European management courses that focuses on the needs of senior staff and trustees of international NGOs. The course is designed for those hoping to develop a senior management career in international development, become a board member of an international NGO

board, or work in a foundation funding work internationally.

Modules cover

- The strategic issues and organisational challenges facing the NGO sector
- Competencies required to work effectively with different people and the processes and practices involved
- The different strategies and approaches commonly adopted by NGOs
- The issues of managing change in NGOs.

PGDIP/MSC VOLUNTARY SECTOR MANAGEMENT

Follow an advanced route to develop your management and leadership career within the voluntary and community sector. The course was carefully and expertly developed in partnership with nine leading charities. It is aimed at those currently working in the sector.

Modules cover

- How nonprofit organisations should be led and managed
- Organisation analysis, leadership and change, as well as the practical tools to help improve organisational effectiveness and individual performance in the management of change
- Quality management, people management and managing multiple stakeholder needs and the practical tools to help implement quality assurance systems in a nonprofit organisation.

Follow @CassCCE to join the conversation



“Having worked in the voluntary sector for about 20 years, I had learned on the job. I was a bit of a jack of all trades, and I wanted a more theoretical background. The course has given me so much confidence, I am definitely a stronger leader now.”

Ruth Dwight, MSc in Voluntary Sector Management (2016),
 Head of Programmes, Coram Family and Childcare

To hear more from Ruth search for “Cass Ruth positive change”

A real perspective

Simon Beresford,

MSc in NGO Management (2009),

Director of Fundraising and Marketing,

Disasters Emergency Committee

“A charity master's at Cass was the best educational experience of my life. I've used the learning I gained regularly and would highly recommend the investment of time, effort and money to any charity professional wanting to study a master's programme.”

Professional development
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 professional-development

Professional development

Cultivating outstanding leaders to help
 nonprofit organisations deliver on their mission

Giving you greater professional confidence, better skills and new behaviours, leading to stronger performance for you as an individual and your organisation.

Today's ever-changing nonprofit environment needs agile leaders to help organisations thrive through change and uncertainty. We offer world-class learning experiences that provide the relevance, flexibility and personalisation you need to drive your career and organisation forward.

We deliver professional development education in areas including:

- Leadership
- Governance
- Strategy
- Financial sustainability.

Our core professional development programmes include:

ASPIRING CHIEF EXECUTIVES

Designed to empower non profit leaders who want to become chief executives.

NEW CHIEF EXECUTIVES

A high-quality, practitioner-focused, learning development experience for new nonprofit chief executives.

OUTSTANDING LEADERSHIP

Breakfast seminars covering innovation, leading change and motivating yourself and others that bring to life the acclaimed research of The Work Foundation.

BUILDING FINANCIAL SUSTAINABILITY & RE-IMAGINING ORGANISATIONS

In partnership with Bates Wells Braithwaite (BWB), this programme is designed to help charity leaders reframe their financial strategies to maximise impact and to become more financially resilient.

CHARITY INVESTMENT COURSE

Designed to help charities ensure their financial assets are best invested to meet their organisational needs.

“Having been a chief executive myself, and having consulted to civil society organisations for over 20 years, I delight in supporting people to tap into their full potential as leaders and in supporting progressive organisations to make a lasting positive impact in the world.”

James Barrett, Service Lead for Leadership, Cass CCE



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 business-services

Consultancy

Why work with Cass CCE?

“Caroline has been an invaluable companion on Shelter’s strategic journey. She immediately understood the meaningful engagement we wanted to facilitate from employees, volunteers and service users, showing real commitment to our organisation and its purpose.”

Polly Neate, Chief Executive, Shelter, on working with Caroline Copeman, Service Lead for Strategy, Cass CCE

We inspire you to successfully transform the ways in which you work. We work in partnership with you and believe in learning through practice.

Unlike many management consultancies, we are a nonprofit organisation. We reinvest any surplus back into Cass CCE, allowing us to continue driving positive social change. All members of our team are leading experts, bringing knowledge from a breadth of specialist backgrounds in the nonprofit, public and private sectors.

Alongside offering coaching to help people better understand their own and their organisation’s ultimate goals, we offer consultancy in four key areas:

LEADERSHIP DEVELOPMENT

We understand the fundamental challenge of good leadership within nonprofit organisations of all sizes and types. We work with our clients to help them deliver long-term, lasting benefits to their beneficiaries through better leadership at all levels.

GOVERNANCE

We specialise in helping nonprofits deliver impact with integrity, tailoring our approach to suit your circumstances and resources. Many of our team serve as trustees in a range of nonprofits. We don’t just talk about boards – we serve on them and understand the reality.

STRATEGY

If your organisation has already made a significant social impact but you know you can deliver more, we can help develop your strategy to achieve the next level of growth. Strategy provides a framework for decision-making and clarifies priorities to help your organisation and your beneficiaries.

FINANCIAL SUSTAINABILITY

Given the intense competition for donations and recent drop off in grants, we believe that charity finance needs to evolve to build more sustainable funding models. We work with clients to find new ways of financing in order to have greater impact for the poorest in society.

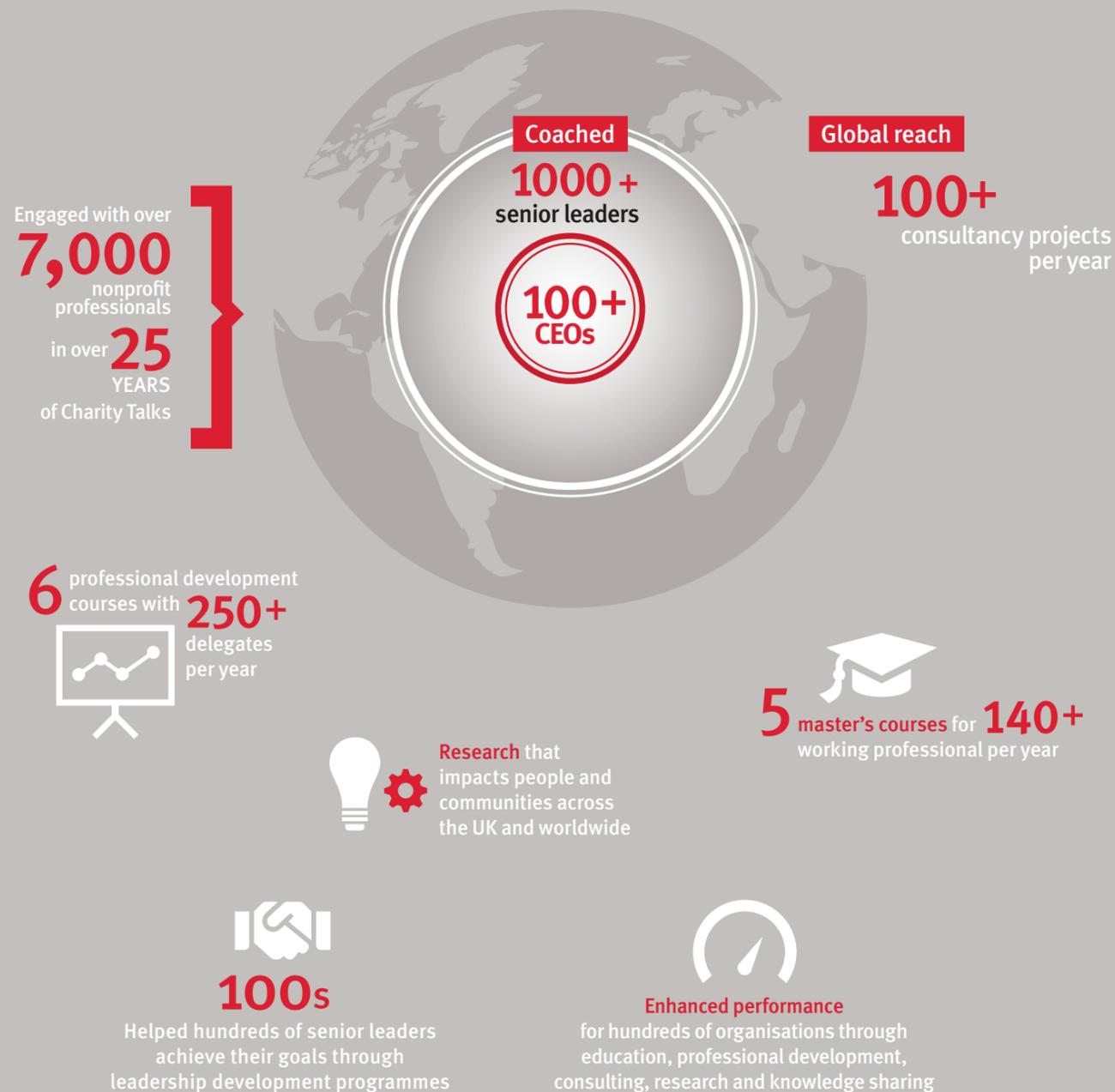
The charities we’ve worked with speak volumes. They include:

Shelter



CCE in action

Bringing theory and practice together
to drive positive social change



Research and knowledge sharing

Education underpinned by research

The Cass CCE is a place for learning, but also an opportunity for those working within and alongside the sector to make connections, network with peers and share experiences.

We go beyond the remit of a typical research centre. As one of Cass's two centres of excellence, we actively engage with both nonprofit and private organisations to ensure our work drives lasting change across all industries.

RESEARCH WITH REAL-WORLD RELEVANCE
Our ever-growing bank of research, thought leadership pieces and articles continue to make recommendations that aim to create change on a local, national and global level. Recent influential studies, reports and resources include:

- Taken on Trust**
The most comprehensive research into trusteeship and support for over a decade, the report recommended that charities do more to promote diversity on their boards. www.cass.city.ac.uk/cce/trustee-awareness-research-2017
- Voluntary Action**
Charity sector leader, Sir Stuart Etherington, outlines his ideas about how the growth of community action and voluntary organisations can be encouraged against a background of burgeoning national debt. www.cass.city.ac.uk/cce/voluntary-action

KNOWLEDGE SHARING EVENTS

- Alumni programme**
Once a part of Cass, always a part of Cass. The alumni programme helps to develop long-lasting relationships between alumni, CCE academics and consultants. This programme of evening events keeps our growing network of 1,500 alumni up-to-date with the latest sector trends.
- Charity Talks series**
Leading figures from the charity sector share their expertise and thinking on critical challenges facing charity leaders. Previous speakers have included Charles Handy CBE, Humanitarian thinker and author, Helen Stephenson CBE, Charity Commission CEO and Julie Bentley, then CEO of Girlguiding UK.
- Thought leadership forums**
Our cross-sector partnerships with organisations including Barclays and the Financial Times Non-Executive Director Programme provides individuals with the opportunity to collaborate with leaders outside of the nonprofit sector.
- Leaders' Breakfasts in partnership with UBS**
A forum where senior chief executives can discuss important issues in the sector, to share experiences and to stimulate forward thinking and action.

New events are being added to our calendar regularly. Visit www.cass.city.ac.uk/cce/professional-development to view the latest schedule.

Research and knowledge sharing
T: +44(0)20 7040 0901
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www.cass.city.ac.uk/cce/resources

TOOLS FOR SUCCESS GUIDES
Our acclaimed series 'Tools for Success: doing the right things and doing them right' contains guides that cover topics vital to the smooth running and success of a nonprofit, including compliance, finance and people management. Our 'Peering over the precipice' guide helps nonprofits explore the impact the current environment is having on their organisation, as well as providing a framework to consider reinvention for financial sustainability.
www.cass.city.ac.uk/cce/resources

SOME PARTNERS WE WORK WITH

NCHO

BARCLAYS

UBS

ICAEW

FT NON-EXECUTIVE DIRECTOR PROGRAMME

Contact us

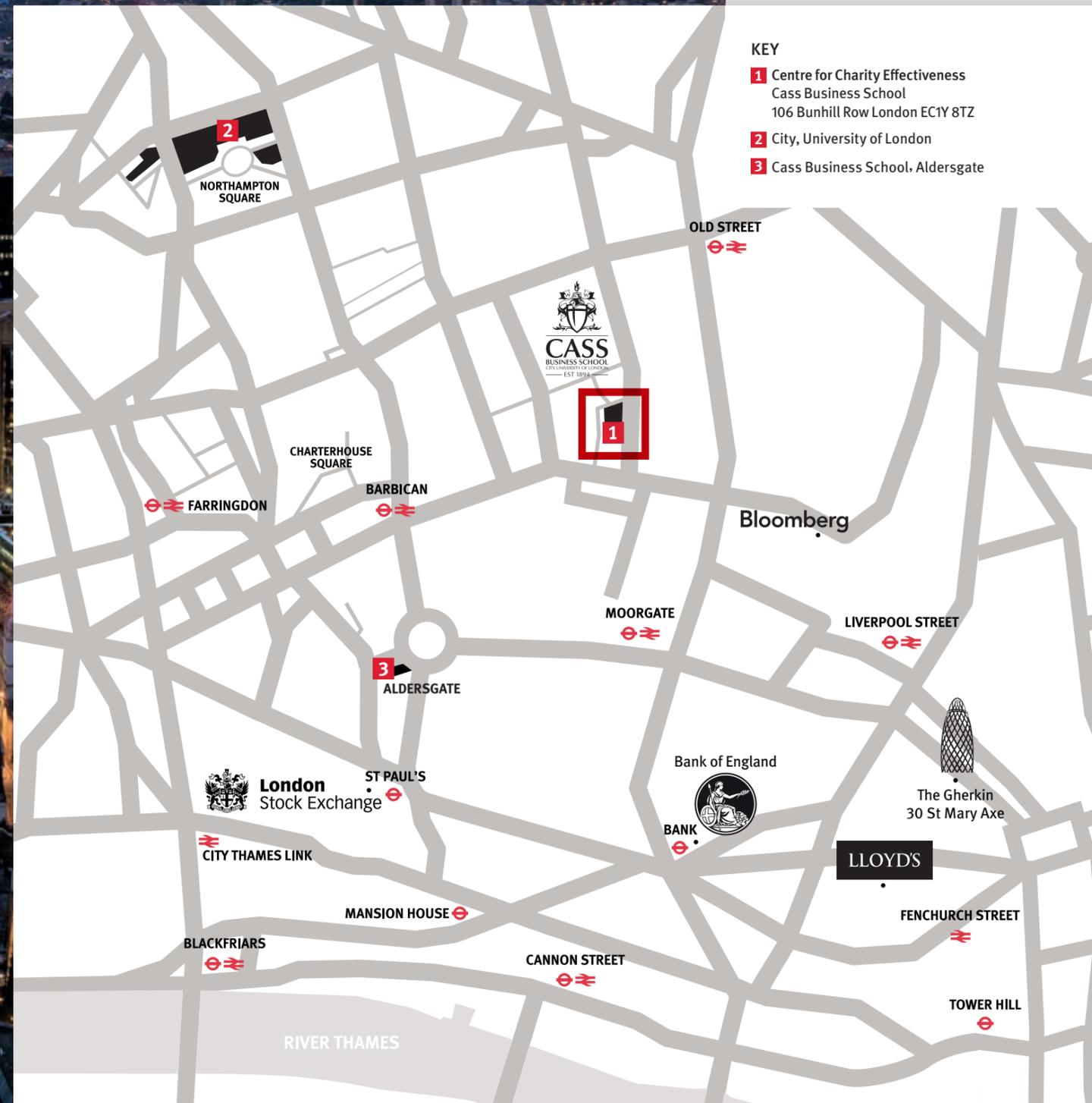
We hope we have inspired you to get in touch with us about our courses, events or consultancy.

CONTACT OUR TEAM

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 youtube.com/user/cassprogrammes

 Centre for Charity Effectiveness, Cass Business School

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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.



City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.

Disclaimer: All the information contained within this brochure was correct at the time of going to print. Published September 2018.



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