



BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Centre for
Charity Effectiveness





“The vision of the Centre for Charity Effectiveness is that of a nonprofit sector leading positive social change. Since our inception 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.”

Alex Skales, Director, Centre for Charity Effectiveness (CCE)

Welcome

to the Centre for Charity Effectiveness (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, through the COVID-19 crisis and beyond.

CCE was formed in 2004 through a partnership between Bayes Business School (formerly Cass), 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 are an accredited member of the Nonprofit Academic Centers Council (NACC) allowing us to share learning and insights and build our international networks
- **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 CCE community of nonprofit leaders, we'd love to hear from you.

Alex Skaites

Alex Skaites
Director, CCE



Paul Palmer

Professor Paul Palmer
Professor of Voluntary Sector Management and Director, CCE



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Charities master's programme
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Charities master's programme

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

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 PHILANTHROPY, GRANTMAKING 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



“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),
 Charity Consultant



To find out more watch
 Ruth's full interview

- 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 @BayesCCE to join the conversation

A real perspective

Jennifer Coffey

MSc in NGO Management (2015),

Director of Strategic Partnerships,

mothers2mothers

“I cannot recommend more nor speak more highly of the Master's in NGO Management. The quality, pace and depth of the teaching, learning and challenge was genuinely excellent.”

Professional development
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bayes.city.ac.uk/cce/
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.

Whether face to face or online, we deliver world-class professional development experiences in areas such as leadership, governance and strategy, that provide the relevance, flexibility and personalisation you need to drive your career and organisation forward.

Our core professional development programmes include:

OUTSTANDING LEADERSHIP

Breakfast seminars aimed at supporting those in leadership positions in nonprofit organisations, covering topics such as innovation, leading change, and motivating yourself and others.

ASPIRING CHIEF EXECUTIVES (ACE)

Designed to empower nonprofit leaders who want to become chief executives.

NEW CHIEF EXECUTIVES (NCE)

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

INSPIRING FINANCIAL LEADERSHIP

Breakfast seminars for charity finance professionals, focusing on developing effective leadership skills.

BUILDING FINANCIAL SUSTAINABILITY AND RE-IMAGINING ORGANISATIONS

This essential programme empowers the charity leader to redefine their financial business models and maximise impact.



“Our professional development programmes provide a unique opportunity for participants to expand their repertoire of abilities and skills in complex, adaptive leadership, and to navigate the challenges of leading a nonprofit organisation with greater clarity and confidence.”

Tammy Tawadros, CCE consultant and programme leader for ACE and NCE

Consultancy
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bayes.city.ac.uk/cce/business-services

Consultancy

Why work with 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 CBE, Chief Executive, Shelter, on working with Caroline Copeman, Senior Visiting Fellow and CCE consultant

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 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.

We help people better understand their own and their organisation’s ultimate goals, offering 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.

COACHING

Through high quality, tailored coaching, CCE helps nonprofit leaders to gain clarity about their own and their organisation’s choices and goals and how to achieve those in ways that are sustainable and impactful.



Research and knowledge sharing

Education underpinned by research

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 a centre 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:

- **Looking through a shared lens: Five explorations**
These reports present learning and insights from CCE's first 'Challenges in Contemporary Governance' series of Chair/CEO discussions.
- **Voluntary Action**
Charity sector leader and Chair of the CCE advisory board, 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.

KNOWLEDGE SHARING

- **Charity talks and webinars**
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 Margaret Heffernan, author and entrepreneur.
- **Alumni programme**
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.
- **Thought leadership forums**
CCE convenes several forums, such as our unique Chair and CEO forum, and Leaders breakfast series, where senior nonprofit leaders can discuss important issues in the sector, to share experiences and to stimulate forward thinking and action.
- **Lived experience on nonprofit boards**
An online resource developed by CCE with input from a broad range of organisations, designed to assist nonprofits on the pathway to ensuring greater inclusion on boards of those with lived experience of the charity's cause.
- **Podcast series**
Charity leaders talk about their world, their passions, and their top tips for improvements in our podcast series, produced in partnership with Good Charity Bad Charity.

TOOLKITS AND GUIDES

- **Tools for success**
Our acclaimed series of guides on topics vital to the smooth running and success of a nonprofit, including compliance, governance and people management.
- **Peering over the precipice**
This 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.



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CCE in action

Bringing theory and practice together
 to drive positive social change

Engaged with over
7,000
 nonprofit
 professionals
 in over **25**
 years
 of Charity Talks

Coached
1000+ senior leaders
100+ CEOs in the nonprofit sector

Global reach
100+
 consultancy projects
 per year

5 professional development
 programmes with
250+
 delegates
 per year



5 master's courses for **140+**
 working professional per year

100s
 Helped hundreds of senior leaders
 achieve their goals through
 leadership development programmes

Research that
 impacts people and
 communities across
 the UK and worldwide

Enhanced performance
 for hundreds of organisations through
 education, professional development,
 consulting, research and knowledge sharing

Contact us

We hope we have inspired you to get in touch with us about our postgraduate education, consultancy services, professional development programmes and events.

CONTACT OUR TEAM

Consultancy, professional development and events
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Charity master's programme
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Follow @BayerCCE to join the conversation

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All the information contained within this brochure was correct at the time of print.

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.



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OF LONDON**