

## **MSC IN PHILANTHROPY, GRANTMAKING AND SOCIAL INVESTMENT**

### **Cass Business School, City University London**

The following three modules form part of the overall MSc. Students can do one of the following:

- A Postgraduate Certificate in P, G & SI in which case they do further modules on Introduction to Learning and Strategy, Diversity and Governance in addition to the three specialist modules below.
- A Postgraduate Diploma which in addition to the modules in the PGCert adds modules in Voluntary Sector Policy, Fundraising and Marketing and Resource Management.
- The full MSc which requires the modules for the PGDip and in addition either a dissertation or, by taught route, which means taking the three specialist modules in one of the other courses in the 'family' – Fundraising and Marketing, Charity Accounting and Finance, Voluntary Sector Management or International NGO Management.

## Philanthropy, Grantmaking and Social Investment Specialist Modules

The 'core' of the P,G & SI programme follows the structure of Peter Grant's book *The Business of Giving: The theory and practice of philanthropy, grantmaking and social investment* (Palgrave, 2011). This is supplemented by external speakers covering other topics and/or providing case studies. The latter are not the same every year.

### Module 1 - Principles and Practices

The module is assessed by a seen examination that takes the form of the students pre-reading a paper (or papers) raising topical issues in the world of philanthropy and asks them to critically reflect on the ideas contained bringing in points learned on the module.

---

#### Day 1

**Session 1** Peter Grant – Introduction to P, G & SI

**Session 2** Foundations in the 21<sup>st</sup> Century – the problems of investments and pay-out  
Anthony Tomei (Director of the Nuffield Foundation)

**Session 3** Current Statistics and Research on Philanthropy and Grantmaking  
Cathy Pharoah (Co-Director of the UK Centre for Giving and Philanthropy)

**Session 4** A Personal Approach to Philanthropy  
Leslie Morgan (Chairman and Chief Executive, Durbin plc).  
Leslie is a philanthropist who as well as having a 'traditional' family foundation utilises his business expertise in the pharmaceutical industry to support projects all over the world.

---

#### Day 2

**Session 1** Peter Grant – A short history of philanthropy

**Session 2 & 3** Peter Grant – Theories of change and logic modelling  
What motivations drive philanthropy? How are these developed into a philanthropic approach that seeks to influence social change?

**Session 3** Peter Grant – Types and styles of philanthropy (1)  
How have writers classified 'giving styles'? A critical look at what 'models' of philanthropic giving are prominent in the present day and what their characteristics are.

---

## Day 3

### Session 1

Case Study – The Pears Foundation  
Charles Keidan (Director)

A long-established family foundation that is adopting some very modern ideas in its investments.

### Session 2

Peter Grant – Types and styles of philanthropy (2)

### Session 3

Is it Philanthropy? – Social Impact Investing

Marissa Blankenship (Truestone Asset Management)

A look at new forms of social investing, how they operate and whether they remain 'philanthropic' or are simply another form of financial asset class.

### Session 4

Peter Grant – Can philanthropy learn from business methods?

What business principles can be applied in the world of P, G & SI? How might they require adaptation? Are there also things that business should learn from philanthropy?

## Module 2 – The Management of Philanthropy, Grantmaking and Social Investment

The module is assessed by a 3,000 word assignment that asks students to critically examine one or more programmes of a philanthropic or grantmaking organisation (it can include their own organisation). They are asked to determine whether the funder (or funders) has established a credible theory of change for the programme and if this has been followed through into the outcomes, outputs and programme plan.

---

### Day 1

<b>Session 1</b>	Project Evaluation – Background and Theory Julia Kaufman (Independent consultant and former Director of BBC Children in Need)
------------------	----------------------------------------------------------------------------------------------------------------------------------

<b>Session 2</b>	Peter Grant – Risk management and operations management Two key business related ideas that all funders should be familiar with.
------------------	-------------------------------------------------------------------------------------------------------------------------------------

<b>Session 3</b>	'Family foundation philanthropy - current trends and prospects for the Big Society' – Cathy Pharoah A debate on current issues in philanthropy as related to government initiatives
------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Session 4</b>	Peter Grant - Performance management How should funders go beyond evaluation of the projects and programmes they fund in order to ascertain the overall performance of their organisations?
------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

---

### Day 2

<b>Session 1</b>	Case Study: Changing Course – The Rayne Foundation Tim Joss (Director) How a 'traditional' family foundation has changed and modernised over the past five years. How they measure their performance.
------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Session 2</b>	Peter Grant – From logic model to investment programme How do you turn a theory of change into a practical plan for an investment programme?
------------------	-------------------------------------------------------------------------------------------------------------------------------------------------

<b>Session 3</b>	Outcomes of Programme Evaluation Sarah Mistry (Head of Evaluation and Research, The Big Lottery Fund) How a very large funder utilises the information it obtains from evaluations and reports and disseminates their findings.
------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

---

---

**Session 4** Peter Grant – Designing the programme  
A detailed look at designing an actual investment programme and the way in which it operates as a systemic whole.

### Day 3

**Session 1** Peter Grant – Assessment and selection  
How these relate to the programme plan to assess risk and how this assessment provides the basis for subsequent management of the investment.

**Session 2** Peter Grant - Post decision management – Introduction  
How should this be organised? What should the funder be concentrating on?

**Sessions 3 & 4** Grant Management and Problem Solving  
Margo Horsley (Chief Executive, Public Service Broadcasting Trust)  
What to do when things go wrong and how to fix them.

---

### Module 3 – Fieldwork or Shadowing

The third module is undertaken during the students own time and comprises a 5,000 word assignment. Those already working in a funding body are encouraged to discuss and agree with their line manager a topic that will provide a useful piece of research for the employing organisation.

Those that have not worked in funding before are encouraged to 'shadow' a person in a senior position in a funding body and then write up what they have learned. The shadowing often also allows the student to pass on other skills they might have (for example many are qualified accountants, lawyers or experienced fundraisers) to the organisation they shadow.