MSc in Charity Resource Management

A unique specialist course for professionals in finance, funding or strategic development roles in charitable organisations

Next start: January 2015 - see dates below.

(Also available as a Postgraduate Certificate and Postgraduate Diploma - or individual modules can be taken for professional development or professional body reasons)

Attendance

Part-time – typically two and a half years. (It is also possible to take the course full-time over one year.)

The PgCert and PgDip stages each have four modules. The taught classes for each module are in blocks, usually lasting four days from Tuesday to Friday. Each stage takes around nine months.

About this course

- This course is for people working for UK charities or organisations with charitable status such as • local voluntary organisations • community organisations • partnership bodies • major fundraising charities • faith-based organisations • grant-making foundations • service-providing agencies. The issues you explore are relevant to charities large and small.

- You may be responsible for managing the full range of resource issues in your organisation. Or, you may be working in areas such as • fundraising • development • finance and accounting • managing people • strategic management but want to develop your expertise more widely.

- This course is also relevant to those advising other organisations on charitable issues, whether you are based in a voluntary organisation or working as an independent consultant.

- Sustainability in the sector is becoming more important with many charities placing greater emphasis on trading and social enterprise activities.
You study eight modules, each taught as a four-day block, with preparation and follow up work. Five of the modules are specific to charities and three common to our organisational development and change programme studied by students in other organisations. Most of the assessed work will allow you to analyse issues in your own organisation.

You also complete a dissertation on an issue selected by you. This could be in an area such as charity fundraising, charity accounting, governance or strategic change in the charity sector.

**Related course**
This course is specifically for those in the charity sector, but if you are based in a non-charitable third sector organisation we offer the [MSc Co-operative and Social Enterprise Management](#).

**Associated careers**
You are likely to be working towards a senior role in a charity such as

- fundraising manager
- finance and administration manager
- director of finance and human resources
- development director
- senior advisor (in an infrastructure organisation or an independent consultant)
- head of trading activities
- chief executive.

**Contact details**
For more information contact Sheffield Business School, Sheffield Hallam University, Stoddart Building, City Campus, Sheffield S1 1WB. Phone +44 (0)114 225 2820, e-mail [sbs@shu.ac.uk](mailto:sbs@shu.ac.uk)

For specific issues regarding course content or suitability in relation to your field of charity work, please contact the course leader directly, [Professor Gareth G Morgan](mailto:gareth.morgan@shu.ac.uk) e-mail [gareth.morgan@shu.ac.uk](mailto:gareth.morgan@shu.ac.uk) tel 0114 225 5231.

**Course content:** *with dates for those starting in January 2015*

**POSTGRADUATE CERTIFICATE STAGE**

Induction day one: 19 January 2015

**Resourcing charitable organisations** 20-23 January 2015
The focus of this module is the range of approaches to fundraising and income generation for charities of all kinds. You explore the case for charitable funding, the constituencies of support, and you investigate a wide range of fundraising methods from statutory contracts to fundraising events to legacies.

Induction day two: 16 March 2015
Developing strategies for change 17-20 March 2015
You explore the different approaches to organisational strategy, and alternative models by which organisations respond to change. You make a critical assessment of these issues, either in relation to your own charity or the charity sector more generally.

Charity structures, regulation, and accounting 9-12 June 2015
Charitable status, legal structures for charities, and the detailed requirements of charity accounting and financial reporting are at the heart of this module. You learn how charities are formed and the role of the Charity Commission as regulator within the requirements of charity law. You also consider the roles of auditors and independent examiners in the charity sector.

14 September 2015 (afternoon) - exam for Charity structures, regulation, and accounting.

Charity funding strategies and governance 15-18 September 2015
This module focuses on the strategic issues of providing sufficient resources for a charitable organisation, and what that means in terms of management and governance decisions. It includes development of fundraising strategies, and legal and ethical issues related to various kinds of income.

POSTGRADUATE DIPLOMA STAGE

Consultancy theory and processes 24-27 November 2015
You explore and practice core skills such as listening and observation, making sense of client problems and giving effective feedback. These are key issues whether your work involves advising other charities, or whether you engage external support for your own charity. The module includes a major case study spanning the public, private and voluntary sectors. You also explore the boundaries between consultancy and research in preparation for your dissertation.

Third sector human resource management 9-12 February 2016
You study employment law especially in the context of the issues affecting third sector organisations such as restricted funds and short term projects. You also study broader human resource issues including reward and motivation, volunteer management and supporting the development of staff to achieve their maximum potential.

Charity trading and social enterprise 26-29 April 2016
Funding charitable work through fees, contracts or sale of goods is often suggested as a way to avoid ‘grant dependency’, but it has many complexities. You consider different understandings of social enterprise and legal structures, including trading by the charity itself, the use of trading subsidiaries, and non-charitable social enterprises. You also explore detailed tax and VAT issues affecting charity trading.

Research methods 21-24 June 2016
Many decisions on the use of charitable resources are influenced by research, but not all research is equally reliable. In this module you learn critically to evaluate and appraise published research and gain research skills ready for the dissertation.
**MSc STAGE**

**Dissertation**

Dissertation class 22 September 2016 (afternoon).

You then work at your own pace, meeting with a supervisor by mutual agreement. The dissertation would normally be completed by 31 January 2017 (but can be extended to 31 May 2017 or 31 August 2017 if needed).

Your dissertation provides an opportunity to work in-depth on a topic of your own choice in the field of charity resource management, including a significant piece of research.

**Assessment**

All modules are assessed by coursework assignments, apart from one examination. The assignments normally focus on issues in your own organisation, for example development of a fundraising strategy. Most assignments are around 4000 words in length. The dissertation is around 15,000 - 20,000 words.

**Entry requirements**

Normally a first degree in any discipline and at least one year’s full-time, or equivalent part-time, experience working in the charity or voluntary sector. We will consider voluntary roles, for example, a charity trustee or advisory roles, such as accountants in practice or consultants, if substantial charity work is involved.

We also consider applicants without a degree if you have extensive charity experience with responsibility.

If English is not your first language you need an IELTS score of at least 6.0 with a minimum of 5.5 in all skills.

**How to apply**

Please use the University's standard application form for postgraduate courses. This is available from [www.shu.ac.uk/study/form](http://www.shu.ac.uk/study/form) and applications should be returned to directadmissions@shu.ac.uk (or by post if preferred). If you are applying for the scholarship please attach the letter to your application (or a scanned image of the letter if applying by email). When completing the form, please note:

- **Charity experience**: In all cases please give full details of your charity sector experience in section 9 (this can include paid and/or voluntary roles).

- **Referees**: For this programme, *we do not need you to ask your referees to write reports in advance* - just give the contact details for your referees (including e-mail addresses) in section 12 and the University will contact them if we need further information.
Fees

Course Fees*: **Home/EU students** *Standard fees excluding scholarships:*

- £2,670 for Certificate stage
- £2,670 for Diploma stage
- £2,670 for MSc stage (total £8,010 at current prices).

*However the University reserves the right to adjust fees for later stages to take account of inflation. The fee for individual 15 credit modules is £670.

But see below for scholarships to assist those from smaller charities.

**International students:** Fees available on request - but please note that international students can only be considered if they have substantial UK charity involvement.

**Scholarships available for students from smaller UK charities**

For students who closely involved in UK charities the University is offering a special scholarship worth a total of £2250 across the whole degree for those starting in 2015 - see table below. This is a commitment by Sheffield Business School to make this course accessible to students directly involved in the charity sector, especially those working with charities that have limited resources.

If you are accepted for a scholarship, this will reduce the Home/EU fees for the individual stages to the following. (A student subject to overseas fees can potentially receive a scholarship worth the same reduction at each stage, but you would still need to be involved in a UK charity.)

<table>
<thead>
<tr>
<th>Normal fee</th>
<th>Fee with scholarship</th>
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<tbody>
<tr>
<td>Postgraduate Certificate Stage (4 modules: 60 credits):</td>
<td>£2670</td>
</tr>
<tr>
<td>Postgraduate Diploma Stage (additional 4 modules: 60 credits):</td>
<td>£2670</td>
</tr>
<tr>
<td>Dissertation Stage (60 credits):</td>
<td>£2670</td>
</tr>
<tr>
<td>Total fee for MSc Charity Resource Management:</td>
<td>£8010</td>
</tr>
</tbody>
</table>

These fees will normally be spread across several accounting years for your organisation, and fees for individual stages can be paid by instalments or module-by-module if requested.

**In order to be considered for a scholarship** you will need to be working extensively with a particular UK charity (this can be as a member of staff, trustee, or long term advisor) and submit a *letter of support from the charity explaining:*

- how your participation in the programme will benefit the charity
- the level of resources in the charity and why a scholarship is being sought.
The letter must be on the charity’s letterhead and signed by one of the trustees or a senior member of staff who has authority to sign on behalf of the trustees and should be submitted with your application for the course. It will then be considered by a special sub-committee. Please enclose this letter with your application form or attach a scanned copy if applying electronically. Please note that all scholarships are discretionary and the University reserves the right at any time to close the scheme to further applicants.

For those wishing to start in January 2015, applications for scholarships should be made as early as possible and certainly not later than 7 December 2014. (For those applying to take modules in a non-standard order, scholarship applications must also be received as early as possible and certainly not less than a full calendar month before the first module to be taken, but please note that priority for scholarships is given to those taking the full MSc.) If you wish to discuss the course further before applying, or want to discuss in principle an application for a scholarship, please contact Professor Gareth G Morgan tel: 0114 225 5231 e-mail: gareth.morgan@shu.ac.uk.

Additional Professional Awards linked to the MSc Charity Resource Management

- ICAEW Diploma in Charity Accounting (DChA)
- ACIE Charity Accounting Certificate
- Institute of Fundraising Diploma

The MSc Charity Resource Management course includes these professional qualifications in relation to specific modules. Students taking the full MSc will automatically be eligible for these qualifications, subject to reaching the required standard in the modules concerned and registering with the professional bodies as indicated: see below for details.

However, students who wish to gain these professional qualifications on their own are welcome: you will only need to register for the specific modules indicated. (The University welcomes those wishing to study individual modules for professional development.)

ICAEW Diploma in Charity Accounting

We are delighted to confirm that the Diploma in Charity Accounting (DChA) awarded by ICAEW (The Institute of Chartered Accountants in England and Wales) is available for students who complete the Postgraduate Diploma (PGDip) or MSc in Charity Resource Management at Sheffield Hallam University.

The qualification is much more than just charity accounting - the DChA is evidence of a very wide range of knowledge and applied understanding in the field of strategic charity financial management. Sheffield Hallam University is one of only two universities accredited to offer a study route to the DChA. See www.icaew.com/dcha for further details.
The DChA will automatically be available to students who complete the eight taught modules of the course - i.e. complete the course to at least the PGDip stage - subject to achieving an average mark of at least 50% with no less than 45% in any module. There is no extra fee for students, and those who obtain the DChA will also be eligible for up to 12 months' free subscription to the ICAEW Charity and Voluntary Sector Group. Students will also gain the designatory letters, DChA, to use after their name.

This additional qualification is open to professionals from all fields working within the charity and voluntary sector: you do not have to be within a finance role to apply. However, ICAEW Chartered Accountants who have gained the ACA qualification since January 2007 are eligible for exemption from the module Consultancy Theory and Practice.

ICAEW DChA - How to apply:

Please use the normal university postgraduate application form to join the MSc in Charity Resource Management (see page 2 of this insert). If you definitely only want to take the eight modules needed for the DChA (i.e. you do not want to take the dissertation needed for the MSc) please apply for the PGDip in Charity Resource Management. If you are a recently qualified ICAEW Chartered Accountant and will be seeking exemption from the Consultancy Theory and Practice module, please give details under section 8 of the form headed "Membership of Professional Bodies".

**ACIE Charity Accounting Certificate**

The module: **CHARITY STRUCTURES, REGULATION AND ACCOUNTING** is validated by the Association of Charity Independent Examiners (ACIE). Students who successfully complete this module with a mark of at least 50% are entitled to be awarded the **ACIE Charity Accounting Certificate**.

ACIE is the professional body for those who undertake the scrutiny of charity accounts below the level where a full audit is needed (this applies to most charities up to £0.5M income). ACIE was formed in 1999 and its professional qualifications are now recognised in the Charities Act 2011 and in the charity laws of Scotland and Northern Ireland. Sheffield Hallam University is currently the only university validated to offer the ACIE Certificate as part of a taught course.

Once awarded the ACIE Certificate, the path to becoming a qualified Full Member of ACIE is considerably simplified as you will normally only need to undertake one good quality preparation and independent examination of a set of charity accounts to gain the qualification ACIE or FCIE (depending on the size/range of charities for which you seek to be admitted). See [www.acie.org.uk](http://www.acie.org.uk).

The ability to act as a professionally-qualified independent examiner can be very important, but more broadly the ACIE Certificate is likely to be a valuable qualification for anyone working on finance issues with charities up to £0.5M income.
It is possible to take the module *Charity Structures, Regulation and Accounting* – and hence gain the ACIE Charity Accounting Certificate – either as part of the full MSc in Charity Resource Management or on a standalone basis. If you wish to apply purely for the ACIE Certificate you will take the module in March followed by the exam in June (see page 1 for dates).

The university fee for this module on its own £670 (UK/EU students). (Please note that there is an additional Certificate Registration Fee - currently £50 - payable to the ACIE (and the cost of joining the ACIE as an Associate Member if you have not previously joined: however those who have paid this fee are not charged a further fee when they apply to upgrade to ACIE Full Membership).

**ACIE Certificate - How to apply:**

Please use the normal university postgraduate application form to join the MSc in Charity Resource Management, but clearly mark the front page of your application "ACIE Certificate only". Applications can be made at any time, but should normally be received by 1 May to start the module in June.

**Institute of Fundraising Diploma**

Sheffield Hallam University has been offering Institute of Fundraising (IoF) qualifications since 1999. The IoF validation is linked to the modules: *Resourcing Charitable Organisations* and *Charity Funding Strategies and Governance*.

The IoF has now revised its qualifications framework into a two stage Certificate in Fundraising and Diploma in Fundraising. The Institute has confirmed that SHU students completing the above modules will be eligible for the maximum possible exemptions from the Diploma assessment, but in order to achieve the Diploma, students will also need to complete the final IoF Diploma examination (which is separate from the SHU assessments) Further details will be provided at the start of the course.

**IoF Diploma - How to apply :**

Please use the normal university postgraduate application form to join the MSc in Charity Resource Management, but clearly mark the front page of your application "Institute of Fundraising modules only". Applications can be made at any time, but should normally be received by 15 December at the latest to start the module *Resourcing Charitable Organisations* in January.

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All details on this sheet are believed correct as at last update 16 July 2014 but are subject to alteration. The University's standard terms and conditions apply to all courses - in particular, please note that all courses have minimum numbers, and the details of individual modules can be subject to change. Likewise fees and scholarship schemes can be be revised. Also, the requirement of professional bodies can also be subject to change from time to time.