



Postgraduate Diploma in

# Advancement and Resource Mobilisation



**RHODES UNIVERSITY**  
*Where leaders learn*



**Rhodes Business School**  
*Leadership for Sustainability*

Advancement focuses on how an organisation or institution engages with its external environment to attract the resources it needs to advance its objectives. This is done through a strategic process bringing together its leadership, communications, marketing, fundraising and alumni relations that creates alignment to strengthen the entity's case for support.


There exists a critical need to professionalise the work of practitioners in these areas in the NGO and higher education sectors so that they are adequately equipped with the knowledge, expertise and skills to undertake effective advancement roles, whilst holding a recognised qualification from a business school. The diploma will be especially suited for fundraisers, communication and marketing personnel, university development officers as well as organisational CEOs and Directors.

Rhodes Business School website: [www.ru.ac.za/businessschool](http://www.ru.ac.za/businessschool)

# Postgraduate Diploma in Advancement and Resource Mobilisation

**(NQF 8: 120 credits)**

Advancement refers to the integration of the strategic thinking within an organisation or institution, that is reliant on multiple sources of financial and non-financial resources to ensure its longevity. Often associated with philanthropy, grant, donor, alumni and corporate social investment relationships and partnerships, it does this by mobilising resources through an effective orchestration of communications, marketing, public liaison, external relations, fundraising with the requisite legal and financial associated activities to make the case for support. There exists a critical need to particularly professionalise the work of Advancement and Resource Mobilisation within the non-profit, NGO and education sectors, so that practitioners are equipped with the knowledge and skills to enable their organisations to stand out.



The Postgraduate Diploma in Advancement and Resource Mobilisation strives to grow and build the number and quality of working Advancement professionals in Africa who are able to engage systematically and purposefully with their internal and external stakeholders to attract resources and, thus, contribute to the long-term sustainability of these non-commercially minded entities.

The programme will seek to equip participants with core Advancement skills and tools such as those relating to strategy and planning, leadership, good governance, communication and marketing, project development, cases for support, legal requirements, financial management imperatives, and the structuring of an Advancement operation. The programme will also seek to give credence to Advancement principles that can be used to inform integrated and holistic practice by promoting research, as well as the creation and dissemination of knowledge in this area.

The Postgraduate Diploma in Advancement and Resource Mobilisation is a programme which is aimed at creating knowledgeable, competent, and innovative Advancement professionals who are able to be responsive to the constant turbulence of their internal and external environments. Furthermore, the Rhodes Business School's essence of "Leadership for Sustainability" underlies all subjects in the curriculum by encouraging thinking around economic, social and environmental sustainability.



# Programme Details

The Postgraduate Diploma in Advancement and Resource Mobilisation is a two-year part-time coursework programme, targeting working professionals, comprising five compulsory modules. Three of these modules will be run over the course of the first year, with the remaining two occurring in the second year. Modules are assessed by a combination of tests, assignments, and/or exams, as well as a research (capstone) project related to work-based or real-world scenarios in the field of Advancement and resource mobilisation.

## Introduction to Advancement (Credits 10)

This module introduces the development of advancement practices over the decades, to illustrate the contextual considerations in managing advancement practices in the 21st Century. Particular emphasis will be on reflecting on advancement and resource mobilisation in the African context and on the essence of advancement as a profession in this context. The relationship of different schools of ethics to Advancement will also be explored.

## Advancement Practice (Credits 30)

This module provides the key knowledge and understanding needed for non-commercial organisations to effectively manage their fundraising process and opportunities. Working within an Advancement framework, the module aims to create a fundamental shift in thinking around organisational and institutional mission, objectives and delivery – and how to attract the donor resources in support of this. This module is designed to strengthen the capacity of participants to increase their organisation/institution's potential for long-term financial sustainability. There is a strong focus on the relationship management aspect of fundraising, instead of the transaction. This module also explores issues around strategy and leadership as well as the relationship building blocks of identification, cultivation, solicitation and stewardship.

## Research for Advancement (Credits 15)

This module aims to develop an appreciation of the role of research in thinking dynamically and reflecting critically on advancement practices and principles. It also provides the foundation for students to start developing their own case studies, research reports and articles that can contribute to the creation and dissemination of knowledge in the area of Advancement and Resource mobilisation in the local context.

## Advancement Leadership and Stakeholder Relations (Credits 10)

The aim of this module is to develop within learners a valid conceptual understanding of effective and responsible leadership and stakeholder management in relation to the field of Advancement. Theories and models pertaining to leadership will be explored with particular reference to their applicability to Advancement and resource mobilisation on the African continent. The module will also aim to develop a framework for external stakeholder engagement and mapping.

## Responsibility and Accountability in Advancement (Credits 20)

This module aims to develop an appreciation of the role of governance and benchmarking in advancement practices and principles. It also provides the foundation for students to understand proper legal requirements, financial management, monitoring and evaluation practices, maintenance of stakeholder relations and sustainability considerations for improved advancement practices.

**Mode of delivery:** Teaching will be a combination of face to face and virtual mode.

**Year 1:** Teaching Block 1: In attendance at Rhodes University - February / March (Starts on Friday 2pm and ends following Saturday 6pm). Virtual Classes for the year until November - 25 hours a Month.

**Year 2:**

Teaching Block 2: In attendance at Rhodes University - February / March (Starts on Friday 2pm and ends following Saturday 6pm). Virtual Classes for the years until July; Capstone project submission end of October - 25 hours a Month.

## Eligibility

Applicants should:

- Have at least an Advanced Diploma or Bachelor's degree (at NQF Exit level 7)
- Be proficient in English.
- Be computer literate. The distribution of learning material, instructions for activities and tasks, submission of tests and/or assignments and various other activities related to the Programme take place on the University's on-line Learning Management System. Therefore, it is advisable that prospective students have access to a computer and internet connectivity and be proficient in the use of both.
- This qualification demands a high level of intellectual independence and sufficient theoretical engagement, as well as the ability to relate knowledge to a range of contexts in order to undertake professional or high-skilled work. A sustained research project is not required, but the qualification includes conducting and reporting a capstone project under supervision.

Under exceptional circumstances, candidates who do not meet the above criteria may be considered for acceptance on the basis of their "prior learning" by taking into consideration their work experience, age, seniority, number of tertiary level courses attended, etc. Each candidate will be considered on their own merits. In cases where applicants do not have a NQF7 qualification, application for admission under RPL (10% of class may be permitted), where a detailed Portfolio of Evidence (POE) documenting inter alia relevant experience in the field, prior learning and seniority will be required.

## Application Procedure

Applications are submitted online at <https://ross.ru.ac.za/>. Please visit our website at [www.ru.ac.za/businessschool](http://www.ru.ac.za/businessschool) to access the relevant application forms as outlined below.

### To process your application, we need:

- A completed application form
- CV
- Certified copy of ID / Passport
- A certified copy of all degree certificates.
- Certified copy of your transcript of results in English (this should include your conduct record as "Satisfactory" – if it does not you will need to get a formal letter from your undergraduate university that states your conduct rating).
- Please refer to the Rhodes Business School website for guidance with regard to application and programme fees relevant to the year you are applying for, and the payment process thereof.

Candidates who, on the basis of their application, appear to meet the eligibility criteria and have provided all the necessary documentation as stated above, will be informed of the status of their application via email.

### Fee:

ZAR 25, 000 in Year 1, ZAR 26, 500 in Year 2 (Total = ZAR 51,500). International students are required to pay the yearly fee in full prior to registration.


### For more information contact:


Ms Aviwe Petsha

Tel: +27 (0) 46 603 7363

Fax: +27 (0) 46 603 8613

Email: [a.petsha@ru.ac.za](mailto:a.petsha@ru.ac.za)

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