

Institution: Newcastle University		
Unit of Assessment: 17 Business and Management Studies		
Title of case study: Inspiring entrepreneurial philanthropy and enhancing understanding of its role in society		
Period when the underpinning research was undertaken: January 2009 to July 2020		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s):	Role(s) (e.g. job title):	Period(s) employed by submitting HEI:
Charles Harvey	Professor of Business History and Management	May 2008 to date
Mairi Maclean	Professor of International Business	Sept 2014 to April 2016
Roy Suddaby	Professor of Organisation Theory (and Winspear Chair of Management, University of Victoria, Canada)	Oct 2013 to July 2018 (50% contract)
Period when the claimed impact occurred: January 2017 to July 2020		
Is this case study continued from a case study submitted in 2014? N		
<p>1. Summary of the impact This case study shows how high-quality conceptual and original research ideas have been mobilised to effect change through deliberative outreach, engagement and partnership working. Extensive research on entrepreneurship and philanthropy, led by Harvey, Maclean and Suddaby, has impacted in three significant ways: shaping the work and strategy of a sector-leading philanthropic foundation; enhancing public understanding of entrepreneurial philanthropy; and inspiring and educating philanthropists and philanthropy professionals.</p>		
<p>2. Underpinning research Harvey, Maclean and Suddaby are leaders in research on large-scale giving by philanthropic elites. The team's research has developed in two phases.</p> <p>Phase 1 (2009–14): Exploring entrepreneurial philanthropy The project was designed in 2008 when Harvey, then at Strathclyde, together with Shaw and Gordon, won funding for the <i>individual and business giving</i> spoke of the new GBP2,200,000 Centre for Charitable Giving and Philanthropy, whose hub was located at City University. Funding began in 2009 after Harvey's move to Newcastle. The team conducted (a) foundational research on the history and theory of entrepreneurial philanthropy, which they define as '<i>the pursuit by entrepreneurs on a not-for-profit basis of big social objectives through active investment of their economic, cultural, social and symbolic resources</i>' (PUB1); (b) prosopographical research on elite UK philanthropists (PUB2); (c) case-study-based research on philanthropy and social innovation (PUB3); and (d) research on philanthropic motivations, careers and rewards based on life-history interviews with elite philanthropists (PUB4).</p> <p>Focused on <i>the journey from entrepreneurship to philanthropy</i>, whereby entrepreneurs and their families extend their impact beyond business to wider society, the Newcastle team's research yielded five original insights: (1) <u>Generativity as core motivation</u>. While personal dispositions and reward seeking play a role in driving philanthropy, far more important is the desire to generate a legacy of the self that is socially oriented. (2) <u>Role of expert advisors</u>. Early-stage philanthropists often make mistakes and struggle to find direction. Professional advisors and role models are often key to future effectiveness. (3) <u>Social investing mindset</u>. Entrepreneurial philanthropists are active donors who apply business principles, exercise control, and invest in carefully crafted theories of change. (4) <u>Virtuous circle of giving</u>. The satisfactions from giving back, making a difference and working with like-minded others progressively increase commitment to philanthropy. (5) <u>Identity change and storytelling</u>. Philanthropic identities are crafted through the practice of storytelling, which affirms and legitimizes life choices, while serving to inspire others and bring them to the cause.</p>		

Phase 2 (since 2015): Understanding elite philanthropy

Research in phase 2 is under Newcastle's Centre for [Research on Entrepreneurship, Wealth and Philanthropy \(REWP\)](#), led by Harvey. Maclean and Suddaby became visiting professors on leaving Newcastle and Gordon, now at Glasgow, is a visiting research fellow. Building on insights from phase 1, the team has conducted (a) *longue durée* (1100 to present) historical research on enterprise, philanthropy and society in North East England (PUB5); and (b) a comparative empirical study on the practice and ethics of entrepreneurial versus customary philanthropy (PUB6).

Focusing on *understanding elite philanthropy*, the team's research has yielded three further original insights. (1) Co-existence of customary and entrepreneurial philanthropy. We show that philanthropy takes two forms: customary and entrepreneurial, each with its own distinctive goals, practices, ethical rationales and outcomes. (2) Deep roots of entrepreneurial philanthropy. Entrepreneurship has been the motor force of philanthropy since the 14th century, earlier than previously supposed, and since then entrepreneurs and their families have been the mainstay of philanthropy. (3) Role of philanthropy in social innovation. Philanthropy's main contribution to society over centuries lies in social innovation, playing the initiating role *inter alia* in religion, community welfare, education, healthcare, higher education, parks and gardens, and museums and galleries.

3. References to the research

A key feature of this research is that it is underpinned by prestigious research funding and has generated high-quality publications, all published in international, rigorously peer-reviewed journals. Selected publications are detailed below.

1. **Harvey, C., Maclean, M., Gordon, J., and Shaw, E.** (2011). 'Andrew Carnegie and the foundations of contemporary entrepreneurial philanthropy'. *Business History*, 53(3), 425–450. <http://dx.doi.org/10.1080/00076791.2011.565516>
2. Shaw, E., Gordon, J., **Harvey, C., and Maclean, M.** (2013). 'Exploring contemporary entrepreneurial philanthropy'. *International Small Business Journal*, 31(5), 580–599. <https://doi.org/10.1177/0266242611429164>
3. **Maclean, M., Harvey, C., and Gordon, J.** (2013). 'Social innovation, social entrepreneurship and the practice of contemporary entrepreneurial philanthropy'. *International Small Business Journal*, 31(7), 747–763. <https://doi.org/10.1177/0266242612443376>
4. **Maclean, M., Harvey, C., Gordon, J., and Shaw, E.** (2015) 'Identity, storytelling and the philanthropic journey'. *Human Relations*, 68(10), 1623–1652. <https://doi.org/10.1177/0018726714564199>
5. **Harvey, C., Maclean, M., and Suddaby, R.** (2019). 'Historical perspectives on entrepreneurship and philanthropy'. *Business History Review*, 93(3), 443–471. <https://doi.org/10.1017/S0007680519000953>
6. **Harvey, C., Gordon, J., and Maclean, M.** (2020). 'The ethics of entrepreneurial philanthropy'. *Journal of Business Ethics*, online first. <https://doi.org/10.1007/s10551-020-04468-7>

Grant

Economic and Social Research Council. Grant reference RES-593-25-0008. Charles Harvey, Eleanor Shaw and Jillian Gordon. Centre for Charitable Giving and Philanthropy - Individual and Business Giving Spoke. GBP382,000.

4. Details of the impact

Newcastle research has been disseminated and delivered impact via a strategic partnership with a sector-leading philanthropic foundation, high-profile public events and events targeted specifically at philanthropy professionals, and a website curating extensive research and memorializing the achievements of philanthropy. The impact of this research stems from the original insights that have (1) shaped the work and strategy of the UK's largest community foundation; (2) significantly enhanced public awareness, understanding and debate over the role of philanthropy in society; and (3) inspired and educated philanthropists and philanthropy professionals (the term philanthropy professionals encompasses those engaged in fundraising

and other development activities at grant-making foundations and frontline charitable organisations), thereby increasing commitment and leading to enhanced practices.

Shaping the work and strategy of a sector-leading philanthropic foundation

The realisation of impact from the research owes much to partnership working with the Community Foundation Tyne & Wear and Northumberland (CFTWN), the largest community foundation in the UK and one of the largest in Europe. The CFTWN formally endorsed the partnership with REWP on 20 March 2017, when the Board accepted the proposal of its Chief Philanthropy Officer *'to invest in delivering a programme in 2018 to showcase "Philanthropy: The North East Story"... designed to support our new communications strategy and the 2017–20 growth plan by enabling us to communicate our message to a wider audience'*. This would provide, during its 30th anniversary year, the opportunity for CFTWN to tell its story *'as an important and growing part of a broader movement for social betterment through philanthropy ... highlighting the past, present and potential future achievements of philanthropy'* [IMP1]. This would become the GeNErosity Festival, the impact of which is detailed below; the research impacted on the strategy and work of CFTWN as an organisation in two main ways.

Firstly, Newcastle research was crucial to informing the new communications strategy underpinning the GeNErosity Festival: the highlights from the Newcastle research, reported by Harvey to the CFTWN Board on 13 March 2018 [IMP1], informed the three main themes of the Festival. These were: 1) *Philanthropy is a force for good in North East England (NE)*. The research had shown that philanthropy enriches individual lives and is a source of community solidarity, a contribution that had been underappreciated and undervalued. 2) *Philanthropy has a long history in the NE that can be traced back to early medieval times*. Until the Newcastle research this was not well understood. 3) *Philanthropy did not disappear with the welfare state*. It found new roles and new expressions and needs to be repositioned as a partner, alongside government, not-for-profit organisations and the private sector, in the enterprise of social renewal, reconnecting with its historic role. The Board Minutes show that the goal of the Festival was to inspire people to become philanthropic and to encourage existing philanthropists to increase their commitment to social renewal through philanthropy, with Harvey emphasising that social innovation and supporting social activism are the two main future roles of philanthropy. The CPO updated the Board *'on how the Festival will benefit us [CFTWN] and [CPO's] work strategically to position us as leaders in the field'* [IMP1].

In a letter to Harvey dated June 2020, the CEO of CFTWN, reflecting on the impact of the Newcastle research on CFTWN, states: *'I hold your research in the highest esteem for its exceptional interest and quality ... [It] has impacted on the work and strategy of the Community Foundation in two main ways. First, it inspired the board to invest heavily in the massively ambitious Generosity Festival as one of the main vehicles of our new strategy. Bringing the story of philanthropy in the North East to a wide audience has elevated our profile, inspired our donors and boosted the confidence of our staff. It has yielded numerous benefits, including increased funding and funding applications'* [IMP2].

The second main impact on CFTWN has come from research findings in PUB4 which stress the role of a 'guide' – typically an established philanthropist or wealth adviser who can win an entrepreneur's trust and indicate how others have navigated the philanthropic journey. The CEO's letter states: *'Second, the insights from the philanthropic journey paper on the role of the guide have greatly helped in strengthening our services to new and existing donors'*. It concludes: *'In short, your research has improved our work and enabled delivery of our strategy'* [IMP2].

Enhancing public awareness and understanding of entrepreneurial philanthropy

The research has greatly enhanced public awareness and understanding of entrepreneurial philanthropy and its role in social innovation, not only through the GeNErosity Festival and the Philanthropy North East website, but also through other targeted events and communication mechanisms.

In November 2017, Suddaby co-organised the 'Private Philanthropy, Civil Society and Inclusive Development' theme at the inaugural Victoria Forum, *Canada@150: Promoting Diversity & Inclusion*, a three-day policy forum organised by the University of Victoria and Global Affairs Canada. The Forum attracted 476 delegates from across Canada and internationally, including

philanthropists and philanthropy professionals. Harvey presented on 'philanthropy and social innovation', using historical and contemporary illustrations from REWP's research. This led to the Forum organisers recognising the need to increase public awareness of philanthropy. One of the evidence-based recommendations within the Forum report, launched in Ottawa on 21 March 2018, is that '*There is a need to better educate Canadian citizenry on the critically important role of philanthropic foundations in processes of social innovation and institutional change*' [IMP3].

The GeNErosity Festival itself was a series of events based on REWP's research, capturing '*the story of philanthropy in the North East more comprehensively than has been done before*' [IMP1]. It comprised 44 events organised by 23 charities, 4 universities and 3 companies at 41 venues in 15 towns and cities across the North East during November 2018 [IMP4]. The Festival was organised by a delivery group of 9 people, including 4 from CFTWN and 2 from REWP, meeting monthly, with financial support of GBP135,000 from 5 companies and 12 philanthropic foundations. Besides organising, inspiring and contributing to several other events, including a debate and fundraising concert, REWP team members delivered their research insights at three of the Festival's best-attended events: *GeNErosity Festival Launch* (Harvey); *Transformational Philanthropy in Action* (Maclean); and *Philanthropy and the Making of Newcastle University* (Helen Berry, based on REWP's research). Overall, the Festival's 44 events attracted an audience of 2,603, including live streams; 30,387 unique website page views; 5,300,000 impressions for #poweredbyphilanthropy tweets; 3 BBC TV Look North news reports; a BBC Sunday Politics Show 5-minute segment; 4 radio interviews; 15 newspaper and magazine reports; and 49 e-newsletter listings and reports [IMP4]. Harvey's launch event lecture attracted the biggest audience of 1,514, including livestreams.

The published evaluation report [IMP4] of the GeNErosity Festival states that the festival aimed to (1) celebrate and raise awareness of what philanthropy has achieved; (2) question, debate and inform the future role of philanthropy; and (3) encourage more philanthropy and philanthropists [IMP4]. High mean evaluation scores from 384 survey respondents strongly suggest the Festival achieved its goals. On a 1–10 scale, where 10 is high, mean responses were 8.1 for *increased awareness* (aim 1), 8.2 for *better informed* (aim 2) and 7.7 for *inspiring philanthropy* (aim 3). The evaluation report notes that the REWP research provided '*invaluable historical context ... allowing [CFTWN] to tell the story of philanthropy in North East England to a depth that was previously unknown*' [IMP4, p. 4]. REWP's historical research was described by one respondent as '*phenomenal*' [IMP4, p. 8].

REWP and CFTWN launched the [Philanthropy North East website](#) in June 2019 [IMP5] to permanently memorialize the achievements of philanthropy and philanthropists in the North East. Described by the CEO of CFTWN as a '*treasure trove*' [IMP2] of research, it currently comprises profiles of 108 philanthropists, 58 beneficiaries, and 33 trusts and foundations; 4 downloadable research papers, including *Philanthropy – The North East Story* and *Understanding Philanthropy*; 7 videos of Festival events; and the GeNErosity Festival archive. Its impact on public awareness can to an extent be demonstrated: since its launch on 31 July 2020 the site has had 14,450 visitors, 2,521 research paper views, and 652 full paper downloads, with 4 picked up by news outlets. At Durham School, the video of *Philanthropy – The North East Story* has been selected to be part of its COVID-19 lecture series for sixth formers [IMP6].

Inspiring and educating philanthropists and philanthropy professionals

Philanthropists and donors report that they have found the research inspirational, and that it has changed their perspectives and increased their commitment. The founder of the Mowgli Foundation records in a letter to Maclean that he had been urged to read PUB4 by a fellow entrepreneur and had '*found it both inspiring and revealing*'. He considered that '*if I had read this before I began my own philanthropic journey, I could have avoided a lot of mistakes and been more effective more quickly*' [IMP9]. The research motivated him to tell his story as a source of learning and inspiration for others at an event hosted by Maclean and broadcast from Prior Park School in June 2020 [IMP10]. An alumna attendee at that event, who runs a venture philanthropy fund investing in women and girls globally, was inspired to contact the School the next day to say: '*I would love to stay more involved and hear more about the idea ... about gathering a cohort of alumni entrepreneurs*' [IMP9].

Feedback elicited from attendees at the GeNErosity Festival [IMP6] shows it made a difference to their understanding of philanthropy in the North East of England and their role within it. The co-founder of the Shears Foundation gained from *'learning how philanthropy in the North East started way back'* and *'seeing young people understanding philanthropy and embracing it.'* Another philanthropist was *'inspired by the collective endeavours of the past'*. The Chair of OnSide Youth Zones said, *'the seminar I attended reinforced my desire to make a difference.'* Another business owner and philanthropist commented that she had used part of Harvey's opening lecture *'as an easy way to initiate conversation about philanthropy, which can sometimes be difficult'* [IMP5].

It can also be demonstrated that philanthropy professionals have benefited substantially from REWP's research. Participants at the Council for Academic Support of Education (CASE) 'Development for Academic Leaders' workshop, London, March 2020 (23 attendees), at which Harvey spoke, were unanimous (n = 23) in rating the value of what they learned as excellent (mean score 5 on a 1–5 scale). One remarked that the *'research is really fascinating stuff and could have been a much longer session'* [IMP10].

A senior professional at CFTWN observed that *'Being so closely linked with the University Research, many of us have learnt a huge amount about our regional philanthropic history, which adds to our knowledge of the field.'* Her colleague felt it was *'like pressing fast forward on the big picture stuff'* [IMP7]. One Development Director reported that the research had *'inspired me to "raise my game" as a fundraiser, and to gain a deeper understanding of the patterns and relationships that have helped support causes across the North East, and use that understanding to drive changes in my own fundraising and philanthropy'* [IMP6]. In establishing the Oxford University Institute of Charity, its Director found the research *'extremely useful and helpful'*, *'rare in academic circles'* and something he hoped the Institute *'would be able to emulate'* [IMP6].

5. Sources to corroborate the impact

IMP1 Private document (2017–2018). Community Foundation Tyne & Wear and Northumberland board minutes and discussion papers relating to Generosity Festival, 20 June 2017 and 13 March 2018.

IMP2 Private letter (2020). From CEO of CFTWN to Charles Harvey, headed 'Research Impact', 15 June 2020.

IMP3 Public document (2018). *Canada@150 – Promoting Diversity and Inclusion: Report of the Inaugural Victoria Forum*. Launched at policy event at Global Centre for Pluralism in Ottawa, 21 March 2018. Available at <https://2017.victoriaforum.ca/final-report/>.

IMP4 Public document (2019). *Generosity Festival Evaluation Report*. Document available at <http://www.philanthropynortheast.com/festival/evaluation-report>.

IMP5 Public website (2019). *Philanthropy North East*. Telling the story of philanthropy and philanthropists in North East England since the Norman Conquest and curating artefacts from the Generosity Festival. Available at <http://www.philanthropynortheast.com/>.

IMP6 Private document (2020). Elicited feedback from philanthropists and philanthropy professionals.

IMP7 Private document (2019). Report by CFTWN CPO to Board of CFTWN on 'GeNErosity Festival Outcomes for Community Foundation', February 2019.

IMP8 Event file (2020). Documents the creation and impact of IMP9, including letter from the interviewee to Mairi Maclean, headed 'The Philanthropic Journey', 17 June 2020.

IMP9 Event transcript (2020). 'Reflections on an entrepreneur's journey into philanthropy'. Interview conducted by Mairi Maclean with Founder of the Mowgli Foundation, Prior Park College, Bath, 11 June 2020. Available at <https://www.ncl.ac.uk/rewp/events/>.

IMP10 CASE event feedback (2020). Participant feedback on 'University fundraising as boundary work' at CASE 'Development for Academic Leaders' workshop, 5 March 2020.