

## COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)

### MINUTES of the meeting held at 2 pm on Wednesday 25 October 2023 in the Old Library, Pembroke College (and by teleconference – marked \*\*)

The meeting was chaired by Rachelle Stretch (TH): the Secretary was Maša Amatt (CAI), and the Executive Secretary was Matthew Russell (OIS).

**Members' Attendance:** Please note that blank cells below represent Colleges that were not represented at the meeting. Names marked with an asterisk (\*) attended as a substitute for the respective member.

<b>Christ's</b>	Alexandra Rowlands**
<b>Churchill</b>	Fran Malarée
<b>Clare</b>	
<b>Clare Hall</b>	*Francé Davies
<b>Corpus Christi</b>	Rachel Lawson
<b>Darwin</b>	Fiona Duffy
<b>Downing</b>	Jo Finnie Jones
<b>Emmanuel</b>	Sarah Bendell
<b>Fitzwilliam</b>	
<b>Girton</b>	
<b>Gonville &amp; Caius</b>	Maša Amatt
<b>Homerton</b>	Madeleine Avery
<b>Hughes Hall</b>	William Conner
<b>Jesus</b>	Emily Williams
<b>King's</b>	
<b>Lucy Cavendish</b>	Jo Ryan

<b>Magdalene</b>	Corinne Lloyd
<b>Murray Edwards</b>	Kevin Bentley
<b>Newnham</b>	Sarah Carthew
<b>Pembroke</b>	Matthew Mellor
<b>Peterhouse</b>	Saskia Murk Jansen
<b>Queens'</b>	
<b>Robinson</b>	Sarah Westwood
<b>St. Catharine's</b>	*Declan Hamilton
<b>St. Edmund's</b>	Kate Glennie
<b>St John's</b>	
<b>Selwyn</b>	Mike Nicholson
<b>Sidney Sussex</b>	Jo Beatty
<b>Trinity</b>	*Danielle Melling
<b>Trinity Hall</b>	Rachelle Stretch
<b>Wolfson</b>	

#### Attendees

<b>Intercollegiate Officers</b>	Dorothy Byrne (Head of House, MUR) Ivan Collister (Bursar, K) Matthew Russell (Head, Office of Intercollegiate Services) Diane Brooker (Office of Intercollegiate Services)
<b>University</b>	Georgina Cannon (Managing Director of Development)

There were no declarations of interest.

#### PRELIMINARY BUSINESS

##### **CDDC.23.1      Welcome**

The following people were welcomed to the Committee:

Alexandra Rowlands (CHR)  
Fiona Duffy (DAR)  
Madeleine Avery (HO)

Dorothy Byrne (MUR – Colleges' Committee)  
Ivan Collister (K – Bursars' Committee)

## **CDDC.23.2      Minutes of the meeting held on 24 May 2023**

The minutes of the meeting on 24 May 2023 were approved as a true record.

## **CDDC.23.3      \*\*\*Terms of reference**

The Committee received for reference and information its current terms of reference and privacy statement on the management of public information about its minutes:

Paper 1	Terms of Reference
Paper 2	Privacy Statement
<a href="#">(privacy and confidentiality statements committees 2021 - final.pdf (cam.ac.uk))</a>	

## **CDDC.23.4      Matters arising not elsewhere on the agenda**

There were no matters arising not elsewhere on the agenda.

## **PRINCIPAL ITEMS OF BUSINESS**

## **CDDC.23.5      Termly briefing from CUDAR**

Georgina Cannon provided an oral update on behalf of CUDAR:

- a. Internship programme: the first year of the programme had been felt by all to be successful and positive. Feedback was currently being sought from interns, which might lead to minor changes to its operation next year. If Colleges are interested in participating, they should contact Laura Whitehead.
- b. Upcoming events:

24 Jan 2024	a Global Cambridge event in London
1-7 April 2024	VC visit to Asia (HK, Singapore, Malaysia)
1 May 2024	VC Circle event (London)
14-16 May 2024	VC visit to Europe (Berlin)
7-12 Sept 2024	VC visit to India
9-14 Dec 2024	VC visit to USA
- c. Staff changes: there had been a number of starters and leavers and an updated organogram would be circulated.
- d. Prospect review meetings: dates would be solicited from Colleges early in November, and Development Directors were asked to review the lists of people they wished to discuss. The process had been tweaked to incorporate a high-level reflection on collaboration.
- e. Joint gifts: last year's gifts amounted to £8M for the Colleges in 34 joint major gifts. There were currently 30 more joint major gifts in the immediate pipeline.

## **CDDC.23.6      Report from the Chair**

The Chair provided an oral report on recent updates across the University:

- a. Thanks were given to Jo Finnie-Jones and CUDAR for hosting the recent social event.
- b. 2022-23 EOY figures were collectively £128M (funds raised) and £115M (cash received). US\$131M had been raised through Cambridge in America.
- c. A repeat of the alumni relations survey was being planned: please contact Emma (M) about any potential questions.

- d. One outcome from the recent fundraisers away day was a request from CUDAR that Colleges alert them to when shared prospects are visiting Cambridge.
- e. The Joint Working Group on Collaboration was focussing its attention on the development of an agreed rating methodology. (See minute CDDC.23.7 for further context).
- f. The Joint Committee on Development's meeting in June 2023 had been cancelled, as its principle business was awaiting the conclusion of the *Principles of Collaboration* document. (See minute CDDC.23.7 for further context).
- g. The Cam Board had met over the Long Vacation, with discussions focussing on fundraising from non-alumni, the current financial challenges of the University and the Colleges. CAM had completed its move into their new space.
- h. The Philanthropy Advisory Board had met and discussed University finances, the marking and assessment boycott, the University's energy sustainability approach and carbon footprint, and any information on Cambridge 2040.
- i. Discussions at Colleges' Committee and its Standing Committee had been wide-ranging since the last meeting, as noted in the provided minutes, reflecting the number of projects and issues being addressed concurrently.

### **CDDC.23.7      Principles of Collaboration (Fundraising)**

#### **COMMON ACTION**

The following Colleges were not represented to take part in the discussion: CL; F; G; K; Q; JN; W

The Committee received the recommended version of the *Principles of Collaboration* document, noting that it was asked to make a recommendation about its adoption to Colleges' Committee:

#### Paper 3              *Principles of Collaboration*

In the discussion, it was noted:

- a) the development of the *Principals of Collaboration* had been instigated by long-standing concerns about the ambiguities or interpretation of many of the elements of the Code of Practice on Fundraising, and the resulting expectations of behaviour in both the University and the Colleges.
- b) if adopted, the *Principles of Collaboration* would therefore replace in its entirety the current Code of Practice on Fundraising. Should it not be adopted, the current Code of Practice on Fundraising would remain in effect.
- c) the document was the outcome of a number of meetings of the Joint Working Group on Collaboration (JWGC), which had consulted Colleges throughout the process over the period of its development, through workshops, circulations of draft documents and facilitated discussions both in groups and one-to-one sessions: the JWGC members were thanked for their continuing efforts.
- d) the *Principles of Intercollegiate Decision-Making* and the identification of this matter as a "common action" decision meant that adoption of the document by Colleges' Committee would require unanimous approval.
- e) should the *Principles* document not be adopted by Colleges' Committee, the existing Code of Practice on Fundraising would remain in force.
- f) in developing the *Principles* document, the JWGC has been particularly mindful that the existing Code of Practice on Fundraising was limited by a range of undefined or unclear terms, and this proposed replacement was its best endeavour to address these.
- g) it was generally recognised by the Committee that the *Principles* document had fulfilled that brief, and the discussion at the meeting focussed on two specific points:

i. Paragraph 1a:

‘Shared Prospects’ are non-alumni with existing College connections and alumni donors and prospects deemed to have potential to make a gift of £1m and above over a 5 year period based on an agreed rating methodology.

- 1) four Colleges (CC, M, PET and CL in writing before the meeting) expressed concerned that the “£1m and above over a 5 year period” was the same as the previous Code of Practice and that it should be reviewed or revised in line with inflation, with a suggestion of £1.5m. It was noted that the securing of six-figures gifts was very important to Colleges, and that any replacement of the Code of Practice should include a mechanism for reviewing this threshold limit from time to time.
- 2) it was unclear what the impact would be of raising the threshold limit to £1m to £1.5m. No College was able to express how many donors of prospects this would affect, but CUDAR reported that their current rating band of £1-2m included approximately 1,300 prospects. An uplift as proposed would require a significant amount of re-rating work.
- 3) other members of the Committee in support of the *Principles* document noted that the precise figure of the threshold was less important than there actually being one. It was suggested that the original £1m in the Code of Practice on Fundraising was a fairly arbitrary figure and chosen for its simplicity. It was noted that the threshold was an element in the overall set of principles, which encouraged collaboration and putting the donor first in any approach and making giving to any part of Cambridge a positive experience.
- 4) at the same time, the “agreed rating methodology” was still under development with current research indicating that there were significant differences between the various parts of the Collegiate University about how wealth and giving capacity was calculated.
- 5) it was proposed that a review of the threshold rate should (a) be set to occur on a regular periodic basis and (b) should in any event be reviewed once the agreed rating methodology was determined. The Committee was reminded that, as a “common action” decision, the agreement would have a defined end-date for review in any event. This timescale had not been decided and would be discussed and agreed by Colleges’ Committee as part of its decision-making process. The document as presented could be amended to make this more explicit.

ii. Paragraph 3c:

CUDAR will not actively pursue Other Prospects unless the individual has previously given to the University, has been introduced to University fundraiser by another alumnus/volunteer/donor/academic or has self-identified [e.g. offering help or requesting further information after an event or other contact; membership of a board or committee membership linked to a University entity].

- 1) Three Colleges (R, CC, ED) raised a concern about the potential ambiguity of this paragraph against the general expectation that alumni not meeting the threshold level in paragraph 1a were primarily to be managed by interactions in the College. There was a risk that this permitted CUDAR and the University, or even other Colleges, to cultivate potential donors off the back of a relatively modest single donation.
- 2) In a broad discussion, the risk was acknowledged but that it would be difficult to legislate and police an approach that required a net worth assessment in the first instance, or one that was not in effect making a decision on behalf of a donor, where there was a greater perceived risk that it would harm any possible future development of a giving relationship anywhere in Cambridge.
- 3) Some of the risk might be mitigated by a greater understanding of the different contexts of fundraising needs for priority projects of the University and for Colleges – a particular point was the focus in Colleges on securing unrestricted gifts. Further support may come out of the work of the Joint Gifts Working Group, but it was felt that this greater understanding spoke to the wider points in the document about collaborative working.

The College representatives present at the meeting (with an abstention from M) agreed to recommend the current document to Colleges' Committee, on the understanding that the points raised above would form part of their discussion.

#### **OTHER ITEMS OF BUSINESS**

##### **CDDC.23.8      Halpin Report Sub-Group**

Fran Malarée (CHU) provided an update on the Halpin Report Sub-Group, with reference to the following received papers:

Paper 4	Halpin Progress Report (October 2023)
Paper 5	Halpin Working Group – recommendations and actions log
Paper 6	Salary analysis 2016-23

She noted that progress had been limited by a combination of time available, and the need for substantial financial support for some of the recommendations. Particular points were noted:

- to date, there were no credible funding resources identified for an extension to the DPAF.
- there was a need to identify resource for the data analysis of the ADQ, if the Halpin data was to continue to be built on.
- the exchange of salary information of staff was constrained by anti-competition laws and it was not clear at this stage how a discrete job evaluation tool for development office staff could be established. The Committee noted both the review of salaries in adverts (noting this it did not reflect current staff salaries) and that a library of job adverts was being maintained by Sarah Bendall on an OIS-hosted SharePoint site.
- support from CUDAR may be needed for some of the induction- and coaching-related recommendations.

### **CDDC.23.9      ADQ**

Matthew Russell reported that OIS had now taken on the administrative support for the annual ADQ survey. To date, two Colleges had yet to submit their data so circulation of a revised elephant file was pending those submissions. He further noted there would be reforms to the survey for 2024, partly because of additional questions being incorporated from the CASE-Ross survey and because of feedback from survey returns this year. An early discussion with the Chair had identified some questions that could be discontinued. Members were invited to give further feedback on the 2023 exercise individually to Matthew Russell.

### **CDDC.23.10      Wellbeing Stimulus Fund**

The Committee received for information an update report on the forthcoming grant opportunity for Colleges to improve student wellbeing:

Paper 7

College Wellbeing Stimulus Fund update (October 2023)

Further details of the forthcoming Wellbeing Stimulus Fund are available at:

<https://www.colleges.cam.ac.uk/committees/cfolders.aspx?m=1880>

### **CDDC.23.11      Training**

Kate Glennie (ED) reported on forthcoming training opportunities (dates to be determined if not stated):

- |   |                  |
|---|------------------|
| a) Roundtable on Campaigns                          | 22 November 2023 |
| b) Induction for new starters                       | 21 November 2023 |
| c) Communications in the context of Giving Days     |                  |
| d) Using alumni groups and regional representatives |                  |
| e) Career development opportunities and pathways    |                  |

The Annual Development Conference would be its tenth anniversary and would have a theme of “reflections”: it was likely to take place April-May 2024.

### **CDDC.23.12      Reports from Committees not discussed elsewhere on the agenda**

The Committee received the minutes of meetings listed below. Representatives on these committees gave brief comments on matters to note or take action, where they were not otherwise on the meeting agenda.

Committee or Working Group	Lead DD representative	Minutes (M) or oral report (R)
Alumni Advisory Board	Kate Glennie (ED)	R
CUDAR Alumni Relations representative	<i>Vacancy</i>	
Communications representative	Robert Smith (R)	
Bursars' Committee	Rowan Kitt (Q)	8 June 2023 (M) 13 July 2023 (M)
Cambridge in America Board	Rachelle Stretch (TH)	R – see minute 6
Cambridge Development and Alumni Relations Internship Programme	Kate Glennie (ED)	R
Colleges' Committee	Rachelle Stretch (TH)	8 July 2023 (M)
Colleges' Standing Committee	Rachelle Stretch (TH)	13 June 2023 (M) 24 July 2023 (M) 10 October 2023 (M)

Committee or Working Group	Lead DD representative	Minutes (M) or oral report (R)
College Wellbeing Stimulus Fund Committee	Catherine Twilley (CTH)	
Fundraising representative	Nami Morris (PEM)	
Joint Committee on Development	Rachelle Stretch (TH)	R – see minute 6 27 April 2023 (M)
Joint Gifts Working Group	Masa Amatt (CAI)	R
Philanthropic Advisory Board	Rachelle Stretch (TH)	R – see minute 6
Postgraduate Admissions Committee Recruitment and Funding Sub-Group	Kate Glennie (ED)	R
Senior Tutors' Committee	Saskia Murk Jansen (PET)	26 May 2023 (M) 21 July 2023 (M)
SSI Development Group	Masa Amatt (CAI)	R
Working Group on Collaboration	Rachelle Stretch (TH)	
Working Group for Study Abroad	Bill O'Hearn (T)	R

Development Directors were invited to note a list of College alumni involved in the Founders community is available at:

<https://www.colleges.cam.ac.uk/committees/cfolders.aspx?f=5837>

CUDAR offered to update this file with College affiliations, where known.

## **CLOSING MATTERS**

### **CDDC.23.13    Election of Chair and Secretary (2024-26)**

The Committee noted that an election would be held for the posts of the Committee (Chair, Secretary, Training Officer, ADQ Officer) to serve from 1 October 2024 to 30 September 2026. The Head of OIS will issue guidance and nomination forms to Development Directors in due course.

### **CDDC.23.14    Farewell**

Bill Conner (HH) was congratulated on his forthcoming retirement.

### **CDDC.23.15    Dates of future meetings**

Remaining meeting dates (dark blue) for 2023-24 are listed below, together with informal network discussions (light blue):

Date	Approximate times	Informal network meetings	College Development Directors' Committee
<b>LENT TERM</b>			
16 Jan 2024	2:00-3:00	Network <i>Zoom</i>	
14 Feb 2024	2:00-4:00		Meeting: Murray Edwards
<b>EASTER TERM</b>			
23 April 2024	2:00-3:00	Network <i>Zoom</i>	
22 May 2024	2:00-4:00		Meeting: Newnham

2023-10-25 CDDC minutes

Matthew Russell  
26 October 2023

## COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)

### MINUTES of the meeting held at 2 pm on Wednesday 14 February 2024 in the Long Room, Murray Edwards College

The meeting was chaired by Rachelle Stretch (TH): the Secretary was Maša Amatt (CAI), and the Executive Secretary was Matthew Russell (OIS).

**Members' Attendance:** Please note that blank cells below represent Colleges that were not represented at the meeting. Names marked with an asterisk (\*) attended as a substitute for the respective member.

Christ's	
Churchill	Fran Malarée
Clare	
Clare Hall	
Corpus Christi	Rachel Lawson
Darwin	
Downing	
Emmanuel	Claire Cosgrave
Fitzwilliam	
Girton	
Gonville & Caius	Maša Amatt
Homerton	
Hughes Hall	Kerry Wilson
Jesus	Emily Williams
King's	
Lucy Cavendish	Jo Ryan

Magdalene	Corinne Lloyd
Murray Edwards	Jay Longworth
Newnham	
Pembroke	Matthew Mellor
Peterhouse	
Queens'	
Robinson	
St. Catharine's	Catherine Twilley
St. Edmund's	Kate Glennie
St John's	
Selwyn	
Sidney Sussex	
Trinity	Bill O'Hearn
Trinity Hall	Rachelle Stretch
Wolfson	Simon Crookall

#### Attendees

Intercollegiate Officers	Dorothy Byrne (Head of House, MUR) Ivan Collister (Bursar, K) Matthew Russell (Head, Office of Intercollegiate Services) Diane Brooker (Office of Intercollegiate Services)
University	Georgina Cannon (Managing Director of Development)
Cambridge America	Gabrielle Bennett Sean Moriarty

There were no declarations of interest.

#### PRELIMINARY BUSINESS

##### **CDDC.23.16    Welcome**

The following people were welcomed to the Committee:

Kerry Wilson (HH)

#### **CDDC.23.17     Minutes of the meeting held on 25 October 2023**

The minutes of the meeting on 25 October 2023 were approved as a true record.

#### **CDDC.23.18     Matters arising not elsewhere on the agenda**

There were no matters arising not elsewhere on the agenda.

#### **PRINCIPAL ITEMS OF BUSINESS**

#### **CDDC.23.19     Termly briefing from CUDAR**

Georgina Cannon provided an oral update of staff changes and forthcoming events, which was summarised in a paper provided post-meeting:

Paper 7

CUDAR update, 14 February 2024

She also noted:

- a. Internship programme: to date, 5 Colleges had signed up for the programme for 2024 and student engagement was encouraging, with 14 applications received thus far. Promotion of the scheme included a stand at freshers fairs and posters.
- b. Prospect review meetings: these had been paused, with a view to a re-launch after Easter. As part of this, future meetings would include a preliminary meeting scoping all prospects and provision of prospect data with some College comparators.
- c. VC Lodge Dinners: these had been extremely popular. As all the dates had been oversubscribed, additional dates would be made available.

#### **CDDC.23.20     Report from the Chair**

The Chair provided an oral report on recent updates across the University and the Colleges' Committee meeting on 3 February 2024: members could access the minutes for more details and the Chair drew attention to:

- a. The formal launch of a Teaching Review and the associated activities relating to the Colleges' response to the Justice for College Supervisors campaign.
- b. University reviews including: examination modes and the introduction of resits; effectiveness of sexual harassment procedures, wellbeing support and the work of the Accessibility and Disability Support Centre; postgraduate scholarships and funding; size and shape of the student body; and the operation of the Cranes Fund (where it was emphasised that financial support will in future be more restricted).
- c. New Admissions Assessment arrangements for the 2024/25 applications round, where the new candidate-pays public tests (ESAT and TMUA) would be introduced. It was noted that this had an associated bursary scheme linked to widening participation targets.
- d. New Access and Participation Plan
- e. A second VC dialogue would take place later this Term.
- f. The establishment of an International Response Working Group, whose work was currently focussed on the situations in Ukraine and the Middle East.
- g. An announcement that the proposal for a 6<sup>th</sup> Pro-Vice-Chancellor role had been rejected by the Regent House.
- h. An announcement that the University Chancellor would resign later this year.

### **CDDC.23.21    Report from Cambridge in America**

The Committee received a slidepack that had been prepared for new Heads of House and Development Directors:

Paper 8

Overview of Cam (February 2024)

Gabrielle Bennett updated the committee on recent developments:

- a. The company had recently relocated to new offices in the same building. Although they had downsized their office space, they were still able to offer an events space in that same building to Colleges at a rate that would avoid the city tax and ease any issues with currency conversion.

- b. Forthcoming events included:

16 April 2024    Toronto: presentation on artificial intelligence, followed by a small dinner (which will be attended by Stephen Toope)

18 April 2024    Seattle: a repeat of the above event.

**Development Directors were encouraged to engage with their local alumni to promote these opportunities.**

- c. A meeting of the Cambridge in America Board would be held on 14 June 2024. **Development Directors were encouraged to offer visits and other hospitality to the Board members who were also their alumni – and to nominate potential new members to serve on the Board.**
- d. CAM UK – **Development Directors were encouraged to make use of this tax-efficient vehicle for donors who were paying tax in both the US and UK.**

Sean Moriarty (the new Senior Director of Development) updated the committee on his new role, reminding the Committee of the structure of the regional approach of his fundraising team. Three gift officers were currently in place with a further two in the recruitment process. Further information would be provided when the appointments have been confirmed and in the meantime **Development Directors were encouraged to contact Sean and his team for advice and event support.** He also thanked members of the Committee for the warm welcome he had received for his first visit to Cambridge.

In the context of the event in Toronto, Development Directors were reminded of the specific routes for tax-efficient giving for Canadians, and the need for the University to validate gifts made directly to Colleges.

### **CDDC.23.22    Principles of Collaboration (Fundraising)**

The Committee received for information a minute extract from the Colleges' Committee on 28 October 2023, setting out discussions regarding donor thresholds and the identification and engagement of prospective donors:

Paper 1

Minute extract: Colleges' Committee, 28 October 2023

It noted that the Joint Committee on Development discussed the feedback at their meeting on 21 November 2023, including the issue of raising the threshold for a shared prospect to £2 million and had agreed the following steps:

- CUDAR would continue to analyse the impact that raising the threshold might have, in terms of numbers of prospects rated at this level, their affiliation and how many are in current solicitation.

- further analysis would be undertaken to understand the impact of the proposed change on department-level prospect pools as initial data had suggested this would be significant. CUDAR would then liaise with Heads of Schools and Pro-VCs to discuss the impact raising the threshold might have on other areas of the University.
- The Working Group on Collaboration would run a pilot study to work with a sample of Colleges to better understand how prospects at a £1M+ rating are currently being engaged, and what impact raising the threshold might have on overall opportunities for engagement.
- CUDAR would provide feedback on their research of global ratings methodologies and liaise with Development Directors via the Working Group on Collaboration (expected by the end of February 2024).

The Chair noted that the above work would result in a re-working of the current draft of the *Principles of Collaboration* document, which would then be brought back to Colleges' Committee, with data to support in particular any amendments to the threshold for joint donor approaches and any rating methodology. In the meantime, the current Code of Practice on Fundraising remains in place.

The Chair updated the committee on recent discussions with CUDAR at the Working Group on Collaboration meeting on 1 February 2024 and at the Working Group on Collaboration.

## **OTHER ITEMS OF BUSINESS**

### **CDDC.23.23     2024 Elections and the future of CDDC**

The Committee was reminded that a formal call for nominations for elections to officer positions of CDDC was circulated by the Head of OIS on 19 January 2024. The close of nominations is Friday 23 February 2024 and to date no nominations had been submitted. A parallel invitation had been circulated on the same day to draw attention to positions on the Development Representatives Group Sub-Committee, which are open to all development staff. **Development Directors were asked to encourage colleagues to consider these opportunities.**

### **CDDC.23.24     2024 Levy application**

**The Committee received and approved the draft application on behalf of the Committee, which will be considered by the Levies Panel at its meeting on 19 March 2024:**

Paper 2

2024 levy application

The Chair reported that she was working with the Deputy Head of OIS and other intercollegiate committee officers on a potential levy application for a stipend for the role of Chair. **Noting that this was likely to be scrutinised by both the intercollegiate Levies Panel and the Colleges' Committee, the Committee supported the proposal in principle.**

### **CDDC.23.25     Halpin Report Sub-Group**

Fran Malarée (CHU) reported that the Sub-Group had not met recently, but a meeting would be convened in the near future.

#### **CDDC.23.26    ADQ**

Bill O'Hearn (T) provided an update on the findings of the ADQ:

Paper 9                      Presentation: ADQ analysis

The Committee noted that the ADQ template had been refined this year and Matthew Russell and his team were thanked for facilitating this year's survey and analysing the data. Matthew Russell noted that a further revision of the survey for next year was currently being undertaken and invited Development Directors to test the new survey and format and provide feedback. **Development Directors were invited to email Matthew Russell if they were interested in taking part.**

#### **CDDC.23.27    ADQ**

The Committee received for information an incomplete quarterly report covering the period 1 July to 31 December 2023:

Paper 3                      Q2 figures for CDDC

**Development Directors who had not done so already were requested to submit their Q2 figures to OIS as soon as possible.**

#### **CDDC.23.28    Paper on trademarking and new advice to alumni**

The Committee received for information a copy of a letter template that the University's Brand Manager had engaged with CUDAR on about challenging alumni who use "Cambridge" for their personal enterprises:

Paper 4                      Trademarking template letter

In addition, CUDAR had included the following words on their general guidance to alumni at: [About your degree | Alumni \(cam.ac.uk\)](#):

##### **Using the university brand**

The University name and logo may not be used in a personal capacity by current members of the University or by Alumni. They may not give the impression they are representing the University by using the brand ('CAMBRIDGE') on personal websites, publications, letterhead or business cards. They may not use the brand in connection with their own commercial activities, including consultation and private speaking and teaching engagements, except under the auspices of [CUTS](#). The University name only may be used when writing biographically.

Although Colleges were not compelled to adopt the template, it could provide a useful basis for modification and use at a local level.

### **CDDC.23.29    Membership of Committees**

The Committee received for information a report of Development Director representations:

Paper 5      List of Development Officers' intercollegiate and University commitments

A number of corrections were noted. **Development Directors were encouraged to advise OIS of any additional commitments or amendments as appropriate.**

### **CDDC.23.30    Minutes from Committees not discussed elsewhere on the agenda**

The Committee received the minutes of meetings listed below (available in a separate folder). Minutes had been received from the following committees (and are available on the OIS intranet at [14/02/2024 \(cam.ac.uk\)](https://cam.ac.uk)):

Bursars' Committee	bulletin and minutes	16 November 2023
Senior Tutors' Committee	bulletin and minutes	3 November 2023
	bulletin and minutes	1 December 2023
Colleges' Committee	minutes	28 October 2023
	minutes	3 February 2023
Colleges' Standing Committee	minutes	10 October 2023
	minutes	21 November 2023
	minutes	23 January 2024
Student Support Initiative Development Group		30 October 2023

### **CDDC.23.31    Reports from Committees not discussed elsewhere on the agenda**

Paper	Committee/body	Representative
6	College Wellbeing Stimulus Fund Committee	Catherine Twilley (CTH)

The Committee were advised that the outcomes of the first round of the Fund had not yet been communicated to Colleges (they had been expected by 31 January 2024).

In addition to the written minutes and reports, the Committee were appraised verbally of the following:

#### **I.    Student Support Initiative Group / Joint Gifts Working Group**

Masa Amatt (CAI) reported that the meeting scheduled for the Lent Term had been postponed and confirmation of its terms of reference will be agreed by circulation. This will be undertaken in collaboration with the Joint Gifts Working Group. An update will be provided at the committee's next Zoom meeting on 23 April 2024.

A volunteer was currently sought to join the Joint Gifts Working Group – ideally as co-chair, although volunteers for ordinary members would also be welcomed.

## II. Training

Kate Glennie (ED) reported on forthcoming training opportunities (dates to be determined if not stated):

- a) Meeting with Blackbaud at Trinity Hall 14 March 2024  
*Morning session for Development Directors/Deputies*  
*Afternoon session for administrative users*
- b) College staff with 10 or more years' service in development, fundraising or alumni relations were invited to record a short video on their reflections and experiences.

### **CDDC.23.32 Founders' Community**

Noting that this had been referenced in passing at the last meeting, it was clarified that the Founders' Community was an initiative supported by Cambridge Enterprise, and not by CUDAR. Its website was at <https://founders.cam.ac.uk/community/> and Development Directors were advised to contact Gerard Gleck for further information. It was noted that the Community was also active on LinkedIn.

### **CDDC.23.33 Gates Scholars – upcoming 25<sup>th</sup> anniversary**

It was noted that 2025 would mark the 25<sup>th</sup> anniversary of the Gates Scholarship: an event was being planned to mark the event, which would be dependent on the Gates' appetite and availability. No College-level events were declared at the meeting.

## **CLOSING MATTERS**

### **CDDC.23.34 Dates of future meetings**

Remaining meeting dates (dark blue) for 2023-24 are listed below, together with informal network discussions (light blue):

Date	Approximate times	Informal network meetings	College Development Directors' Committee
<b>EASTER TERM</b>			
23 April 2024	2:00-3:00	Network Zoom	
22 May 2024	2:00-4:00		Meeting: Newnham

### **CDDC.23.35 Provision dates of future meetings: 2024/25**

Provisional dates for formal meetings for 2024/2025 are set out below:

Date	Approximate times	Informal network meetings	College Development Directors' Committee
<b>MICHAELMAS TERM</b>			
1 October 2024	2:00-3:00	Network Zoom	
30 October 2024	2:00-3:00		Meeting: Venue TBC
<b>LENT TERM</b>			
14 January 2025	2:00-3:00	Network Zoom	
12 February 2025	2:00-3:00		Meeting: Venue TBC
<b>EASTER TERM</b>			
22 April 2025	2:00-3:00	Network Zoom	
21 May 2025	2:00-4:00		Meeting: Venue TBC

**CDDC.23.36    Thanks**

The President and Fellows of Murray Edwards College were thanked for their kind hospitality.

2024-02-14 CDDC minutes

Matthew Russell  
15 February 2024

## COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)

### MINUTES of the meeting held at 2 pm on Wednesday 22 May 2024 in the Sidgwick Hall, Newnham College

The meeting was chaired by Rachelle Stretch (TH): the Secretary was Maša Amatt (CAI), and the Executive Secretary was Matthew Russell (OIS).

**Members' Attendance:** Please note that blank cells below represent Colleges that were not represented at the meeting. Names marked with an asterisk (\*) attended as a substitute for the respective member.

Christ's	Alexandra Rowlands
Churchill	Fran Malarée
Clare	
Clare Hall	Francé Davies
Corpus Christi	Rachel Lawson
Darwin	Fiona Duffy
Downing	
Emmanuel	Claire Cosgrave
Fitzwilliam	Peter O'Connor
Girton	
Gonville & Caius	Maša Amatt
Homerton	
Hughes Hall	Kerry Wilson
Jesus	Emily Williams
King's	Lorraine Headen
Lucy Cavendish	

Magdalene	Corinne Lloyd
Murray Edwards	Jay Longworth
Newnham	Sarah Carthew
Pembroke	Matthew Mellor
Peterhouse	
Queens'	Rowan Kitt
Robinson	Robert Smith
St. Catharine's	Catherine Twilley
St. Edmund's	
St John's	Erin Charles
Selwyn	Sam Davis
Sidney Sussex	Jo Beatty
Trinity	Phil Pass
Trinity Hall	Rachelle Stretch
Wolfson	Simon Crookall

#### Attendees

Intercollegiate Officers	Dorothy Byrne (Head of House, MUR) Matthew Russell (Head, Office of Intercollegiate Services) Diane Brooker (Office of Intercollegiate Services)
University	Georgina Cannon (Managing Director of Development)

*Prior to the meeting, the Committee took time to note the recent death of Saskia Murk-Jansen (PET) and her contributions to the Committee and development across Cambridge in general.*

There were no declarations of interest.

#### PRELIMINARY BUSINESS

##### **CDDC.23.37    Minutes of the meeting held on 14 February 2024**

The minutes of the meeting on 14 February 2024 were approved as a true record.

##### **CDDC.23.38    Matters arising not elsewhere on the agenda**

There were no matters arising not elsewhere on the agenda.

## **PRINCIPAL ITEMS OF BUSINESS**

### **CDDC.23.39    Termly briefing from CUDAR**

Georgina Cannon provided an oral update of staff changes and forthcoming events, which was summarised in a paper provided post-meeting:

Paper 4                      CUDAR update, May 2024 [*to follow*]

The following recent news was reported:

- a. Internship programme: to date 11 internships for 2024 had been confirmed with a further 2 awaited. Six Colleges had agreed to host interns.
- b. Annual Development Conference: the organising committee were thanked for their hard work in delivering a highly successful event.
- c. MGO Programme: a reception to mark the end of the programme had been arranged for 5 June 2024. Development Directors and staff were encouraged to attend to help celebrate its achievements.
- d. Joint Gifts: 27 gifts comprising £3.2m had been agreed to date with a further 45 under discussion, which could potentially generate £43m in gifts. A major donation from an external individual had been received jointly by Girton College and the Centre for Climate Repair.
- e. Future fundraising campaign: Planning for a new campaign was at an early stage and Colleges were invited to discuss ideas with CUDAR.

### **CDDC.23.40    Report from the Chair**

The Chair provided an oral report on recent updates from across the University, and at the Colleges' Committee meeting on 11 May 2024: members could access the minutes for more details. The Chair drew attention to:

- a. The Cambridge in America Board of Directors would be visiting Cambridge on Friday, 14 June 2024. **Development Directors were invited to a breakfast meeting at the Fitzwilliam Museum (details had been circulated by email on 14 May 2024).**
- b. Cambridge for Palestine protests: the encampment in King's Parade remained ongoing. Other recent developments included:
  - the Pro-Vice-Chancellor (Education) and other senior national university representatives had recently attended a meeting with the Prime Minister at 10 Downing Street to discuss issues arising from national student protests, including antisemitism.
  - Cambridge for Palestine had issued its own guidelines for behaviour and the police were providing regular briefings.
  - the OEAC were providing advice on communications to Colleges.
  - the Congregations on Friday and Saturday 17-18 May 2024 had been relocated as a result of protesters occupying the Senate House Yard immediately prior to those dates. However, it was hoped the General Admission Congregation would be able to proceed in the Senate House and planning was underway to mitigate against concerns about noise and disruption.
  - Following a recent letter from the Vice-Chancellor to all alumni, CUDAR and Colleges had reported receiving lower-than-anticipated expressions of concern from their alumni.

- c. Undergraduate Admission Tests: new tests for the 2024-25 admissions round had been approved for introduction in the Michaelmas Term 2024. A joint venture company with Imperial College London had been formed to create the tests. Other universities were expected to use the tests from 2025 onwards.
- d. Access and Participation Plan: a new plan had been drafted and was expected to be approved in early June 2024. its main focus was on IMD targets and attainment gaps, and a review of the Area Link Scheme would be undertaken as a result of these proposals.
- e. J4CS: an agreement had recently been reached between the Colleges and campaigners, which would equate to an overall budget increase of likely between 10-14%. It was noted that an outcome of the Review of Teaching would be to encourage a shift away from singleton to group supervisions. Separate arrangements for 1:1 dissertation consultations would be formulated in due course.
- f. The Review of Teaching: was underway. A need to invigorate Directors of Studies Committees had been identified as a priority. An interim report, which was being prepared for publication in the Michaelmas Term 2024, was expected to cover topics including staff and student workload and supervision norms.
- g. Resits and exam deferrals: a consultation on resits and deferrals had recently been opened. Concern had been expressed at the Senior Tutors' Committee about the increasing burden of examinations in Colleges, with some 25% of students now eligible for "reasonable adjustments".
- h. EJRA: the University's review had been published, with a vote at Regent House expected in July 2024. **A Friday @9 online meeting, at which Professor Richard Penty would be presenting the report's findings, had been arranged for Friday 24 May 2024. Details will be circulated by OIS and Development Directors would be welcome to attend.**
- i. Other University reviews: were currently being undertaken, including:
  - Size and Shape
  - ADRC
  - Sexual harassment procedures
  - Postgraduate scholarships and funding
  - Cambridge Trust
  - Black, Asian and Minority Ethnic students and their mental health.
- j. Higher Education (Freedom of Speech) Act: new legislation had recently been passed placing additional and revised duties on Colleges. All institutions will need to publish a Code of Practice on or before 1 August and the Bursars' Legal Affairs & Employment Sub-Committee had created a template for use by Colleges. Other implications arising from the Act were likely to include a requirement for Colleges to declare overseas funding to the Office for Students, although at this stage details were unknown. Further information and advice will be provided when available.
- k. CBS and Harding Intercollegiate Fund: the CBS was under regular review and it was anticipated that Harding Intercollegiate Fund would be spent by 2030. A useful update by CUDAR on the wider Student Support Initiative had been held at a Zoom meeting in April 2024 and a recording was available on the OIS intranet: [23/04/2024 \(cam.ac.uk\)](https://www.cam.ac.uk/2024/04/23/cbs-and-harding-intercollegiate-fund).

#### **CDDC.23.41     Principles of Collaboration**

Georgina Cannon updated the committee on recent developments:

- a. At the request of the Joint Committee for Development (JCD), CUDAR had analysed the potential impact of the proposed revised donor threshold in the *Principles of Collaboration*, as determined by the Colleges' Committee, and had also undertaken a rating benchmarking exercise.

- b. A report containing its findings and recommendations will be received by the JCD on 7 June 2024 and the Colleges' Standing Committee had agreed that the CDDC should consider this before discussion by the Colleges' Committee, potentially on 6 July 2024.

**The Committee agreed to convene an extraordinary online meeting to receive the report.**

**[Post meeting note: to be held at 2 pm on Friday, 21 June 2024 via Zoom.]**

#### **OTHER ITEMS OF BUSINESS**

##### **CDDC.23.42     Halpin Report Sub-Group**

Fran Malarée (CHU) updated the committee on developments since the last meeting:

- A meeting had been held during the Lent Term 2024, although minutes were not available due to staff changes.
- The group had proposed to reform itself into a formal Development Resources Sub-Committee of CDDC to reflect its long-term mission.
- Discussions were currently taking place to organise a summit with Heads of Houses, Bursars and Development Directors on the progress of responding to the recommendations set out in the Halpin Report.

**The Committee agreed:**

- **OIS to send a link to the report on the intranet to Development Directors as an aide memoire (available at: [Halpin presentation "Investing for Success" \(April 2022\) \(cam.ac.uk\)](#);**
- **The Secretary would assist Fran Malaree to draft terms of reference for the Sub-Committee, for formal approval by the Committee in due course.**

##### **CDDC.23.43     ADQ – quarterly report**

The Committee received for information a quarterly report covering the period 1 July to 31 March 2024:

Paper 13                      Q3 figures for CDDC

The Secretary drew attention to the overlap of information between the ADQ (administered by OIS) and the Alumni Relations Questionnaire (ARQ) (administered by the alumni officer at Magdalene College): he noted in particular that the information overlap compromised the current anonymity of the ADQ. It was noted that the two questionnaires performed different functions and there were no immediate plans to combine them, and Colleges were asked to reflect on whether the common questions were actually providing the same answers.

The Secretary also noted that a number of Development Directors had agreed previously to test run a new ADQ template: they were encouraged to provide feedback to the Secretary.

##### **CDDC.23.44     Charity Commission guidance on accepting and rejecting donations**

The Committee received a précis of recent guidance issued by the Charity Commission for information:

Paper 2                      Briefing note on accepting and refusing donations

##### **CDDC.23.45     Membership of Committees**

The Committee received for information a report of Development Director representations:

Paper 3 List of Development Director memberships

A number of corrections were noted. **Development Directors were encouraged to advise OIS directly of any additional commitments or amendments as appropriate.**

**CDDC.23.46 Minutes from Committees not discussed elsewhere on the agenda**

The Committee received the minutes of meetings listed below (available in a separate folder). Minutes had been received from the following committees (and were available on the OIS intranet at [22/05/2024 \(cam.ac.uk\)](https://cam.ac.uk/22/05/2024)):

Bursars' Committee	bulletin and minutes	29 February 2024
Senior Tutors' Committee	bulletin and minutes	16 February 2024
	bulletin and minutes	15 March 2024
Colleges' Committee	minutes	11 May 2024
Colleges' Standing Committee	minutes	5 March 2024
	minutes	30 April 2024

**CDDC.23.47 Reports from Committees not discussed elsewhere on the agenda**

Paper	Committee/body	Representative
	There were none	

**CLOSING MATTERS**

**CDDC.23.48 Gates Scholarship celebrations**

A Garden party had been arranged for 20 July 2024 (venue requested!) and preparations were underway for the 25th anniversary celebrations in 2025. Further details would be circulated as and when available.

**CDDC.23.49 2024 Election results**

The Committee was reminded the following had been appointed to the roles for two years from 1 October 2024:

a) College Development Directors Committee

Chair: Simon Crookall (W)

Secretary: Jo Ryan (LC)

Training Officer: Emily Williams (JE)

ADQ Officer: Bill O'Hearn (T)

b) Development Representatives Sub-Committee

Communications Representative: Robert Smith (R)

The following kindly agreed to serve:

- **Phil Pass (T): Alumni Relations Representative**
- **Sarah Carthew (N): Fundraising Representative**

The Secretary agreed to clarify whether a formal election would need to be called to fill these positions, noting that two calls for nominations had been made this year without any response.

**CDDC.23.50     Dates of future meetings: 2024/25**

Dates for meetings for 2024/2025 are set out below:

Date	Approximate times	Informal network meetings	College Development Directors' Committee
<b>MICHAELMAS TERM</b>			
1 October 2024	2:00-3:00	Network <i>Zoom</i>	
30 October 2024	2:00-3:00		Meeting: Venue TBC
<b>LENT TERM</b>			
14 January 2025	2:00-3:00	Network <i>Zoom</i>	
12 February 2025	2:00-3:00		Meeting: Venue TBC
<b>EASTER TERM</b>			
22 April 2025	2:00-3:00	Network <i>Zoom</i>	
21 May 2025	2:00-4:00		Meeting: Venue TBC

**CDDC.23.51     Thanks**

The Principal and Fellows of Newnham College were thanked for their kind hospitality.

2024-05-22 CDDC minutes

Matthew Russell  
23 May 2024