

COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)**MINUTES of the meeting held at 2 pm on Wednesday 2 November 2022
in the McGrath Centre, St Catharine's College**

The meeting was chaired by Rachelle Stretch (TH): the Secretary was Maša Amatt (CAI), and the minute taker was Malcolm Millbrook (OIS).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	Catherine Twilley
Churchill	Fran Malarée
Clare	
Clare Hall	
Corpus Christi	Rachel Lawson
Darwin	Samuel Venn
Downing	Jo Finnie Jones
Emmanuel	Sarah Bendall
Fitzwilliam	
Girton	
Gonville & Caius	Maša Amatt
Homerton	Mathew Moss
Hughes Hall	William Conner
Jesus	
King's	
Lucy Cavendish	Jo Ryan

Magdalene	Corinne Lloyd
Murray Edwards	Fiona McWilliams
Newnham	Sarah Carthew
Pembroke	Matthew Mellor
Peterhouse	
Queens'	
Robinson	Sarah Westwood
St. Catharine's	Deborah Loveluck
St. Edmund's	
St John's	
Selwyn	
Sidney Sussex	
Trinity	Bill O'Hearn
Trinity Hall	Rachelle Stretch
Wolfson	Sian Cook, Simon Crookall

Intercollegiate Officers	Alan Bookbinder (Head of House, DOW) Robert Gardiner (Bursar, CAI) Malcolm Millbrook (Deputy Head, Office of Intercollegiate Services) Duncan Needham (Senior Tutor, DAR) Matthew Russell (Head, Office of Intercollegiate Services)
University	Georgina Cannon (Director of Development - Schools and Institutions, CUDAR)

There were no declarations of interest.

Welcome and apologies

Georgina Cannon (CUDAR), Simon Crookall (W), and Fiona McWilliams (MUR) were welcomed to their first meeting.

Terms of Reference

The current terms of reference for the Committee were provided for information and reference:

Paper 1 CDDC: Terms of Reference (last revised 13 June 2022)

Minutes of the meeting held on 13 June 2022

The Committee approved minutes of the meeting on 13 June 2022 as a true record.

Matters arising not elsewhere on the agenda

a) Salary data shared with Development Directors (27 September 2022 Network meeting)

Malcolm Millbrook (OIS) reported that the Bursars' Business Committee had considered the request from Development Directors, to share relevant salary data collected by the OIS annual survey. The BBC concluded that as the salary data had been collected within strict confidentiality parameters and was restricted to individual College remuneration committees, it would not be appropriate for the request to be approved. A similar request to the University of Oxford had also been rejected.

PRINCIPAL ITEMS OF BUSINESS

Termly briefing from CUDAR

Georgina Cannon (CUDAR) shared two papers with the Committee for information, on the latest staff developments at CUDAR and the University's current strategic funding priorities:

- Paper 2 Organisation chart
- Paper 3 UoC Strategic Funding Priorities September 2022

Georgina Cannon reported that:

- a) there were many opportunities within the strategic priorities for collaborative work between Colleges and the University, such as small gift opportunities within Cambridge Zero for College alumni particularly interested in environmental matters. The University's high-level priorities, where progress was particularly sought, were Cambridge Zero, the Student Support Initiative, the Cambridge Cancer Research Hospital, and the Cambridge Children's Hospital.
- b) events to celebrate the end of the 'Dear World...Yours Cambridge' campaign had to be cancelled due to the death Her Majesty Queen Elizabeth II. Instead, a communication strategy had been created to mark the end of the campaign. Analysis of the campaign's effectiveness was ongoing, a presentation would be given to Development Directors in due course.
- c) guidelines for the University's contribution scheme to support doctoral studentships would shortly be approved by the Finance Committee.
- d) gifts for the new Cavendish Laboratory were still a priority for the University, with one significant donation yet to be announced, but that as the building neared completion it became harder to raise capital.

The Chair thanked Georgina Cannon for her verbal report, and all members for the success of the 'Dear World...Yours Cambridge' campaign.

Report from the Chair

The Chair made a verbal report to the Committee:

- a) Members were thanked for electing the Chair. She had met with the majority of members over the summer and asked for anyone to contact her if they had any concerns.
- b) Members were reminded of the new structure of CDDC meetings, with informal meetings online held a month before formal in-person meetings.

- c) The Joint Committee on Development would be meeting on 14 November 2022, items include a review the 'Dear World...Yours Cambridge' campaign; work of the Working Group on Collaboration; and an update on SSI.
- d) Members were informed of various topics currently being discussed by the Colleges' Committee and Colleges' Standing Committee. The Chair advised members to speak to either her or their Heads of House for details on these matters.

Change in structure of the Cambridge Colleges' Development Group

The Chair introduced a proposal by the Cambridge Colleges Development Group (CCDG) Executive Committee to restructure the CCDG, with its primary functions to be subsumed into the College Development Directors' Committee (CDDC) and the Group's core focus to remain on training:

Paper 4 Proposal to change the structure of CCDG

The Committee was presented with draft alterations to its Terms of Reference, which would be approved at its meeting in February if the proposal was approved. Concerns were raised on ensuring that there were still opportunities for junior development office staff to be involved in the intercollegiate community, and that messaging to staff on the changes to CCDG would need to be carefully considered.

The Committee supported the proposal, which the Chair would present to the CCDG at its next meeting in Lent Term 2023.

Isaac Newton Trust Academic Career Development Fellowships

The Committee received information on three-year, fixed-term Fellowships created in partnership between the Isaac Newton Trust, a Faculty, and one or two Colleges:

Paper 5 Isaac Newton Trust ACDFs

The Chair highlighted the Fellowships as potentially strong fundraising opportunities for Colleges.

Halpin Report: next steps (was Consultation project: survey on recruitment and retention and the impact of the Development Programme Accelerator Fund (13 June 2022, minute CDDC.21.36))

The Committee received a verbal report from Fran Malarée (CHU), setting out a summary of actions arising from publication of the Halpin Report:

Paper 6 Halpin Report: Next steps

At the recent informal Development Directors' network meeting it had been agreed to establish a sub-group, to take forward any recommended actions from the Halpin Report which required collective action. So far five members had volunteered to join the sub-group, its first meeting was currently being scheduled. Further volunteers were welcomed.

OTHER ITEMS OF BUSINESS

Working Group on Collaboration

The Chair and Vice-Chair provided an update on developments since the last meeting, on reform of the Code of Practice on Fundraising and updates to the Working Group's terms of reference:

- Paper 7 Principles of Collaboration
- Paper 8 Working Group on Collaboration: draft terms of reference

A Collaboration Workshop would be held on 12 December 2022, to discuss detailed proposals from the Working Group on how practical elements of collaboration between the Colleges and University could work.

Georgina Cannon noted that the Working Group had agreed that more clarity was needed on how collaboration worked in practice, than what was presented by the Code of Practice for Fundraising. The Principles of Collaboration would not replace the Code of Practice, but provide more detail and practical advice to users than what would be appropriate for the high-level Code of Practice to include.

The Vice-Chair noted that the Principles of Collaboration would also provide a more informal, flexible procedure for resolving disputes. This would be an alternate, or precursor, avenue to the more escalatory dispute resolution process given in the Code of Practice. Matthew Russell (OIS) noted that the Joint Group on Development was currently working on reforming the Code of Practice itself.

Robert Gardiner (Bursar, CAI) asked for clarity on the third principle listed in the draft Principles of Collaboration, on whether it was seeking to establish collective strategic priorities for the Colleges. The Vice-Chair clarified that this was not the case, rather the aim of that principle was to assist in intersecting priorities from individual Colleges with those of the University.

The Committee approved the draft Principles of Collaboration, with clarification on the wording used for the third principle, for it to be considered by the Joint Committee on Development.

Treasurer's Update

Rachel Lawson (CC) provided a verbal report to the Committee on CCDG finances:

- Paper 9 Treasurer's Report
- Paper 10 Approved Budget 2022-23

There remained a structural challenge to the CCDG levy because, although the suspension of activities during the COVID-19 pandemic meant there were still funds available for 2022-23, the 2022-23 levy did not fully cover basic annual outgoings. This was due to the large increase in staff since the levy rate was set (+50% since 2011) who required training. The next levy request would need to be for an increase above inflation. Robert Gardiner, as Chair of the Levies Panel, offered to liaise with Rachel Lawson to assist the levy request's approval.

The restructure of CCDG, which would move the administration of expenses to OIS, was strongly supported due to the disproportionate amount of time needed to oversee the group's finances.

Annual Development Questionnaire

Sam Venn (DAR) provided a verbal report to the Committee on the figures for College fundraising in 2021-22.

For the 2021-22 financial year it was estimated that £125m in new funds had been raised by Colleges, the fifth year that Colleges had raised over £100m together. Over 11 years, as part of the 'Dear World...Yours Cambridge' campaign, Colleges had raised £1.1bn of the £2.2bn raised overall. Colleges had raised 182 seven-figure gifts and seven eight-figure gifts; created almost 3,000 studentships and 620 joint giving opportunities; and funded or part-funded by philanthropy 51 new buildings and 70 refurbished buildings. There were over a quarter of a million event attendances in the campaign.

Sam Venn thanked those who had completed the ADQ so far, results would be presented in November. He was planning to amend the next ADQ to better serve members, by reducing the number of questions that added little value.

Members thanked Sam Venn for his work.

Cambridge in America Update

The Committee received an update on Cambridge in America (CAm):

Paper 11 Report of Cambridge in America (November 2022)

Members spoke positively of the leadership of CAm, and the cordial working relationship it had fostered. However, concerns were raised regarding the administration:

- a) To revisit the regions targeted by CAm, as it was felt that some areas of America were not being explored.
- b) There were anecdotal reports of donors being put off by the 4% administrative fee, deducted by CAm at source. Matthew Russell reminded the Committee that Colleges were free to commit to topping up the donation to its original amount, to compensate for this, but this was not a requirement of the new model. He also reminded the Committee that the fee structure was put in place to comply with international tax considerations. Donors were advantaged by not needing to pay US tax on their donation, which would be far higher than the CAm fee.
- c) It was not necessary for legacies to be made through CAm, that they should be received directly by the College.
- d) The length of time to receive gifts was excessive.

The Chair would take the Committee's feedback to the Executive Director of CAm and this topic could be discussed further at an informal network meeting.

Membership of Sub-Committees and Other Bodies

The Committee approved the following proposals for representation on other committees:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Bursars' Committee	Rowan Kitt (Q)	<i>new</i>
Senior Tutors' Committee	Saskia Murk Jansen (PET)	<i>new</i>

Reports from Committees not discussed elsewhere on the agenda

The Committee received the minutes of meetings listed below:

Committee or Working Group	Lead DD representative	Minutes (M) or report (R)
Bursars' Committee	Rowan Kitt (Q)	(M) 23 June 2022
Cambridge Development and Alumni Relations Internship Programme	Kate Glennie (ED)	(R) CDDC(22.23.MT1)12
Colleges' Standing Committee	Rachelle Stretch (TH)	(M) 21 June 2022 (M) 11 October 2022
Colleges' Committee	Rachelle Stretch (TH)	(M) 9 July 2022
Joint Committee on Development	Rachelle Stretch (TH)	<i>Meeting 14 November 2022</i>
Campaign Advisory Group	Rachelle Stretch (TH)	
Campaign Board	Rachelle Stretch (TH)/ Fran Malarée (CHU)	See CDDC.22.15.a
Cambridge in America Board	Rachelle Stretch (TH)	<i>Meeting 8-9 December 22</i>
Alumni Advisory Board	Kate Glennie (ED)	
Postgraduate Admissions Committee Funding Sub-Committee	Kate Glennie (ED)	
DPAF	Maša Amatt (CAI)	See CDDC.22.15.b
Senior Tutors' Committee	Saskia Murk Jansen (PET)	(M) 15 July 2022
Student Support Initiative Steering Group	Matthew Mellor (PEM)	<i>Meeting 15 November 2022</i> Matthew: SSI touches less on funding, broad remit which occasionally touches on funding remit. More focused on widening participation for postgraduates.
SSI Development Group	Matthew Moss (HO) Deborah Loveluck (CTH) Sam Venn (DAR) Bill O'Hearn (T) Lorraine Headen (K) Shell Stretch (TH)	(M) 23 June 2022
SWAP Comms Group	Matthew Moss (HO) Sian Cook (W)	<i>Has not met</i>

Representatives on those committees provided brief comments on matters to note or take action:

a) Campaign Board

Fran Malaree reported that the Board's September meeting had been cancelled due to the end of campaign celebrations being postponed. At the Board's June meeting the main item was on the transition of the Campaign Board itself: a philanthropic advisory group may be set up but due to the change of Vice-Chancellor a strategy had not been established.

John Glier gave a presentation on the 'Dear World...Yours Cambridge' campaign and what it had achieved, in terms of benchmarking it with other institutes. **Georgina Cannon would ask if the benchmarking figures and campaign highlights could be provided at a future Committee meeting.**

b) The Development Programme Accelerator Fund Committee of Management

The Vice-Chair reported that, following receipt of the Halpin Report, the DPAF Committee of Management had considered disbanding. However DPAF funding remained which could be used to implement recommendations from the Halpin Report, therefore the Committee of Management would meet as needed to consider funding applications from Colleges.

Matthew Mellor (PEM) informed members that several Development Directors were planning to submit a joint funding bid to support an intercollegiate and CUDAR internship programme, which would meet a number of DPAF objectives. Fran Malarée noted that this bid would need to be considered by the Halpin Report Sub-Group, and hoped that the bid would not require all of the remaining DPAF funding.

The Vice-Chair confirmed that there were no plans for a second DPAF.

CLOSING MATTERS

Any other business

a) Benchmarking data

Members agreed to discuss at the next Development Directors network meetings the topic of gathering data, from the recent campaign and the Halpin report, to provide benchmarks that went beyond expenditure/income measures.

b) Giving Days

Matthew Moss (HOM) informed members that Homerton College had received funding for a Giving Day, and to conduct a comparative exercise on Giving Days to generate communal learning. The exercise would begin shortly, Colleges who had previously held Giving Days would be contacted in the coming months for information.

Dates of future meetings

Dates for formal meetings for 2022/2023 are set out below. Meetings will be held at 2.00 pm.

Wednesday, 15 February 2023 (Lucy Cavendish College)

Wednesday, 24 May 2023 (Magdalene College)

2022-11-02 CDDC minutes

M Millbrook
4 November 2022

COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)

MINUTES of the meeting held at 2 pm on Wednesday 15 February 2023 in Wood-Leigh Room, Lucy Cavendish College

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

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

Christ's	*Robert Smith
Churchill	Fran Malarée
Clare	Toby Wilkinson
Clare Hall	Holly Hedgeland
Corpus Christi	
Darwin	Samuel Venn
Downing	Jo Finnie Jones
Emmanuel	Sarah Bendall
Fitzwilliam	
Girton	Deborah Easlick
Gonville & Caius	Maša Amatt
Homerton	Chris Hallebro
Hughes Hall	
Jesus	Emily Williams
King's	
Lucy Cavendish	Jo Ryan

Magdalene	Corinne Lloyd
Murray Edwards	Jay Longworth Fiona McWilliams
Newnham	
Pembroke	Matthew Mellor
Peterhouse	Saskia Murk Jansen
Queens'	
Robinson	Sarah Westwood
St. Catharine's	
St. Edmund's	Kate Glennie
St John's	
Selwyn	Mike Nicholson
Sidney Sussex	Anna Baskerville
Trinity	
Trinity Hall	Rachelle Stretch
Wolfson	

Attendees

Intercollegiate Officers	Alan Bookbinder (Head of House, DOW) Malcolm Millbrook (Deputy Head, Office of Intercollegiate Services) Matthew Russell (Head, Office of Intercollegiate Services)
University	Georgina Cannon (Director of Development - Schools and Institutions, CUDAR)

There were no declarations of interest.

CDDC.21.18 Minutes of the meeting held on 2 November 2022

The Committee approved the minutes of the meeting on 2 November 2022 as a true record, with minor corrections received from Robert Gardiner (CAI) for items CDDC.22.11 and CDDC.22.13.

PRINCIPAL ITEMS OF BUSINESS

CDDC.21.19 Termly briefing from CUDAR

Georgina Cannon provided an oral update on behalf of CUDAR, reporting that:

- there were several recent staff changes at CUDAR and CAM, including Glen Whitehead departing as Director of Development, Strategic Initiatives;
- the next Guild of Benefactors Ceremony was scheduled for 20 September 2023;

- c. several international and London engagements were scheduled for the near future. Once the permanent Vice-Chancellor began her role CUDAR would then be able to map out the next two years of engagements;
- d. a small number of CUDAR staff commuted to Cambridge from London for two or three days a week, and were kindly hosted by Colleges at their reduced accommodation rates. Georgina Cannon asked for members to contact her if their Colleges could assist in this manner, providing perhaps one room once a quarter, to not overly rely on certain Colleges.

CDDC.21.20 Report from the Chair

The Chair provided an oral report to the Committee:

- a. The November meeting of the Joint Committee on Development had primarily concerned outcomes of the 'Dear World...Yours Cambridge' (DWYC), and the principles of collaboration document. It was suggested that a fifth principle, on promoting a thriving community, was added to the document.
- b. The Cambridge in America Board met in December in New York. Discussions at the meeting were also primarily about the DWYC, and members expressed concerns regarding the recent news of suspected student suicides in Cambridge.
- c. The Philanthropic Advisory Board was meeting shortly, and would again discuss DWYC, stressing the success of Cambridge fundraising during the campaign, and the general uplift and increased investment in staff.
- d. Wider University issues currently being discussed by the Colleges' Committee included Freedom of Expression issues and positive news stories; the effect of the rising cost of living on students (expanding the Cambridge Bursary Scheme was being considered); Ukraine academics looking for College affiliation; the ongoing consultation on MA congregation dates; and undergraduate admissions assessments. Matthew Russell (OIS) reported that it was likely that any new assessments would cost Colleges three or four times more than those soon to be withdrawn by Cambridge University Press & Assessment.
- e. The Colleges' Standing Committee, apart from the matters noted above, were concerned with the size and shape of the collegiate University; the induction programme of the next Vice-Chancellor headed by Heather Hancock (JN), which would include the topic of collegiate alumni relations and fundraising; the strategic mental health review; the review of admissions and outreach; the Reading Week proposal; the SUMS review of examination access and mitigation; and industrial action.

[Post meeting note: slides were subsequently provided showing College highlights from DWYC: £1.1 billion in gifts had been raised, of which 182 gifts were over £1 million and 8 over £100 million. 77,000 alumni had donated to the campaign, supported by 10,000 volunteers, with campaign events attended by more than 250,000 guests. The impact of the campaign included 3,000 scholarships, 51 new buildings, 70 refurbished buildings, and 200 College posts.]

CDDC.21.21 Change in structure of the Cambridge Colleges' Development Group

At its 7 February 2023 the Cambridge Colleges Development Group (CCDG) agreed for its formal structure to be subsumed by the Committee (20 voted for the proposal, zero against, with one abstention). Members were therefore asked to approve the following proposals:

a) Amended Terms of Reference

The Committee approved the proposed amendments to its Terms of Reference, with amendments to clarify the term limit of officers and the use of junior Development Office staff to act as deputies:

Paper 1 Proposed ToR amendments

b) Proposed CDDC officer election process

The Committee approved an election proposal for CDDC officers, based on the process used by the Bursars' Committee and the Senior Tutors' Committee:

Paper 2 Proposed CDDC election process

c) Proposed CDDC officer job descriptions

The Committee approved the proposed job descriptions for all officers of the Committee and the Development Group representatives sub-committee:

Paper 3 Proposed officer job descriptions

d) 2023-24 Budget

The Committee received the approved budget for CDDG activities in 2023-24:

Paper 4 Approved Budget 2023-24

Kate Glennie (ED) noted that College conference space was becoming more difficult to obtain, and that therefore may affect future budgeting for the Development Conference.

CDDC.21.22 Maintaining Fundraising Momentum

The Committee received summary slides presented to Colleges on 20 January 2022 by John Glier, setting out insights on maintaining fundraising momentum following the closure of the *Dear World Yours Cambridge* campaign:

Paper 5 Executive Summary of Post-Campaign Planning Discussion

Development Directors considered the main takeaways of the presentation:

- a. The Chair noted that there was great potential to fundraise from foundations, corporates, and other non-alumni, particularly at University level; reassuring data showing how cost effective Cambridge was compared to the Russell Group; a strong correlation on the amount spent on fundraising and funds raised; compared to North American peers there was a heavier reliance on alumni at Cambridge, the average gift per alumnus was higher but North American universities raised twice as much indicating great potential for Cambridge outside the alumni body; Cambridge fundraising was more cost effective than North American universities but Cambridge was investing less; and there were opportunities for joint gift propositions.
- b. Samuel Venn (DAR) reported on behalf of Bill O'Hearn (T) that certain figures in the presentation weren't consistent with ADQ data, particularly in relation to College expenditure. These minor inconsistencies would be investigated.

- c. Stanford University had raised \$1 billion over 14 years, by doubling what it spent on its engagement programme compared to Yale University. This suggested that Colleges couldn't focus on pure fundraising, despite pressures to reduce alumni engagement.
- d. Further detail on how Colleges should increase their fundraising staff would be helpful.
- e. In designing a new campaign a compelling and straightforward pitch was needed for CUDAR and Colleges to jointly approach donors. The Joint Gift Working Group would be reconvened to study that matter and joint gift opportunities more broadly.
- f. Any information on the cultural difference between the UK and US fundraising would be useful.

OTHER ITEMS OF BUSINESS

CDDC.21.23 Working Group on Collaboration

The Chair and Secretary thanked those members who attended the recently held workshop, for approaching the subject of collaboration between the Colleges and CUDAR with an open mind. The next meeting of the Working Group would consolidate and consider the themes arising from the workshop.

Hearing directly from CUDAR staff about their current projects was found to be very useful, it was recommended that such an opportunity should be provided on an ongoing basis.

CDDC.21.24 Halpin Report Sub-Group

Fran Malarée (CHU) provided an oral update on the sub-group which was established to take forward any recommended actions from the Halpin Report which required collective action. Several tasks were ongoing since its previous meeting:

- a. Outcomes of the Development Programme Accelerator Fund would be reported to the principal donor for DPAF.
- b. A survey to determine what grades different Development Office roles had within each College would be circulated.
- c. Many recommendations from the Halpin Report were enacted already, such as interaction with CUDAR on staff recruitment.
- d. The Internship programme had received great interest from a number of Colleges, 15 March was the closing date with the internships beginning in July. There were no ongoing financial costs, just the consideration of suitable tasks for the interns to complete. There was hope that the programme would secure DPAF funding as it was a by-product of the Halpin Report, and aligned with the principle donor's original intent of the fund. Members were asked to contact Laura Whitehead at CUDAR for more information.

CDDC.21.25 Annual Development Questionnaire

Sam Venn (DAR, ADQ Officer) provided the Committee further information on plans for the 2022-23 ADQ and outcomes of the 2021-22 ADQ, following his presentation at the recent CDDG meeting:

- a. The 2022 ADQ presentation was now available on the OIS intranet, the 'elephant file' would follow shortly.
- b. Q1 and Q2 fundraising estimates would be requested soon.
- c. Sam Venn would discuss with OIS on supporting data collection for future ADQs.
- d. Initial considerations of content for future ADQs: Sam Venn would explore with CUDAR which items were relevant (with particular reference to the high-level element of the Ross-CASE survey) and

identify items which could be removed to streamline future ADQs; it would be explored whether the alumni relations questionnaire survey could be incorporated into the ADQ.

- e. One specific change to future ADQs was to adopt changes to CASE reporting standards, such as to include legacy pledges of living donors if they were 65 years or older and had supplied a copy of their will. The ADQ outputs would remain consistent except to adjust to such new guidelines. Members agreed that legacies should not be included in overall fundraising figures until they were obtained.

The Committee noted the Alumni Relations Questionnaire which had been circulated by the Events Sub-Group: the questionnaire's deadline as 24 February, it was voluntary and the resulting data only shared between Colleges which responded to the survey. The Events Sub-Group had discovered that when examining KPIs there were significant differences between what tasks Development Office staff were expected to complete, therefore the questionnaire was created to compare practices between Colleges. It would serve as a starting point to create intercollegiate benchmarking in alumni engagement and events programmes, and how those activities related to fundraising activity and income.

Members were asked to consider what content they wanted from the ADQ and contact Sam Venn with their proposals.

CDDC.21.26 Reports from Committees not discussed elsewhere on the agenda

The Committee received the minutes of meetings listed below. Representatives on these committees gave brief reports below on matters to note or take action, where those 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)	8 July 2022 (M) 1 February 2023 (R)
Bursars' Committee	Rowan Kitt (Q)	17 November 2022 (M) 26 January 2023 (M)
Cambridge in America Board	Rachelle Stretch (TH)	Met on 9 December (R)
Cambridge Colleges Development Group	Rachelle Stretch (TH)	7 February 2023 (M)
Cambridge Development and Alumni Relations Internship Programme	Kate Glennie (ED) Sian Cook (W) Matthew Mellor (HO) Matthew Moss (PEM)	17 January 2023 (M) 9 February 2023 (R)
Colleges' Committee	Rachelle Stretch (TH)	4 February 2023 (M)
Colleges' Standing Committee	Rachelle Stretch (TH)	22 November 2022 (M) 24 January 2023 (M)
DPAF	Maša Amatt (CAI)	<i>Had not met</i>
Joint Committee on Development	Rachelle Stretch (TH)	14 November 2022 (M) <i>[not yet available]</i>
Philanthropic Advisory Board	Rachelle Stretch (TH)	<i>[next meeting on 16 February 2023]</i>
Postgraduate Admissions Committee Recruitment and Funding Sub-Group	Kate Glennie (ED)	20 October 2022 (M) 26 January 2023 (R)
Senior Tutors' Committee	Saskia Murk Jansen (PET)	2 December 2022 (M)
SSI Development Group	Deborah Loveluck (CTH)	<i>Had not met</i>

	Bill O'Hearn (T) Lorraine Headen (K) Shell Stretch (TH)	
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a) Alumni Advisory Board

Kate Glennie (ED) reported that, at its most recent meeting of the Alumni Advisory Board, the Interim Vice-Chancellor had spoken on the Board's opportunity to speak to his successor upon her arrival; the mental health and general wellbeing of students due to the rising cost of living; and free speech. The Communications Working Group had discussed how to engage with the silent majority of alumni. Alison Traub gave an update on CUDAR and the end of DWYC. Claire Monaghan discussed the purpose of Development Directors on the Alumni Development Committee and the strategic purpose of the Board.

b) Postgraduate Admissions Committee Recruitment and Funding Sub-Group

Kate Glennie (ED) reported that at the Sub-Group's most recent meeting it had discussed the cost of living; that 150 students had applied for the next round of the Mastercard Foundation Scholars Program; encouraging Colleges to use the postgraduate funding portal; 140 planned recruitment events; an update on the Student Support Initiative; and the possibility for long vacation internships for Widening Participation research.

CLOSING MATTERS

CDDC.21.27 Any other business

a) Countering solely Widening Participation admissions narrative

Alan Bookbinder (DOW) reported on a concern from his College, that a narrative was held by several wealthy donors that independent school students were being discriminated against by Cambridge's undergraduate admissions process. This incorrect narrative was being propagated by the media, to the extent that certain donors had stated that their children would apply to American universities instead.

Other members reported similar concerns raised by their donors. It was agreed that the data already publicly available, which refuted the narrative, should be collected with suitable wording from the University's Communications Office and made available for use by members.

Matthew Russell (OIS) would liaise with the Cambridge Admissions Office and Communications Office to create a paper countering the narrative on independent school discrimination in undergraduate admissions.

b) IPC status in Singapore

Deborah Easlick (G) reported that the Institutions of a Public Character status had to be reapplied for, but that there was now a tax effective vehicle in Singapore for receiving donations.

CDDC.21.28 Dates of future meetings

Dates for meetings for 2022/2023 are set out below. Meetings will be held at 2.00 pm.

Tuesday, 25 April 2023

Informal network meeting

Wednesday, 24 May 2023 (Magdalene College)

Suggested dates for formal meetings for 2023/2024 are set out below. Meetings will be held at 2.00 pm, venues to be confirmed:

Wednesday, 1 November 2023

Wednesday, 14 February 2024

Wednesday, 22 May 2024

2023-02-15 CDDC minutes

M Millbrook
20 February 2023

COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)**MINUTES of the meeting held at 2 pm on Wednesday 24 May 2023
in Meeting Room 5, Cripps Court, Magdalene College**

The meeting was chaired by Rachelle Stretch (TH): the Secretary was Maša Amatt (CAI), and the Executive Secretary was Malcolm Millbrook (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	Robert Smith
Churchill	
Clare	*Danielle Melling
Clare Hall	Francé Davies
Corpus Christi	Rachel Lawson
Darwin	
Downing	*Cat Middleton
Emmanuel	*Claire Cosgrave
Fitzwilliam	
Girton	Deborah Easlick
Gonville & Caius	Maša Amatt
Homerton	
Hughes Hall	
Jesus	Emily Williams
King's	
Lucy Cavendish	*Tom Hawker-Dawson

Magdalene	Corinne Lloyd
Murray Edwards	
Newnham	
Pembroke	Matthew Mellor
Peterhouse	Saskia Murk Jansen
Queens'	
Robinson	Sarah Westwood
St. Catharine's	Catherine Twilley
St. Edmund's	Kate Glennie
St John's	
Selwyn	Mike Nicholson
Sidney Sussex	
Trinity	
Trinity Hall	Rachelle Stretch
Wolfson	

Attendees

Intercollegiate Officers	Alan Bookbinder (Head of House, DOW) Robert Gardiner (Bursar, CAI) Malcolm Millbrook (Deputy Head, Office of Intercollegiate Services)
University	Georgina Cannon (Director of Development - Schools and Institutions, CUDAR) Patty Danver (Senior Director of Strategic Engagement for CAm)

There were no declarations of interest.

PRELIMINARY BUSINESS**CDDC.22.29 Minutes of the meeting held on 15 February 2023**

The minutes of the meeting on 15 February 2023 were approved as a true record.

CDDC.22.30 Matters arising not elsewhere on the agenda

- a) **Change in structure of the Cambridge Colleges' Development Group (15 February 2023, minute CDDC.21.21)**

The Committee received updated job descriptions for CDDC Officers into which the outstanding responsibilities of the former Treasurer role had been absorbed:

PRINCIPAL ITEMS OF BUSINESS**CDDC.22.31 Termly briefing from CUDAR**

Georgina Cannon provided an oral update on behalf of CUDAR:

- a. Fifteen joint gifts had been achieved so far that year, valued at £5.1 million. A further £15.8 million worth of joint gifts (joint solicitations and joint working in preparation for University solicitation) were being developed. It was being considered how to share such updates more regularly. Georgina Cannon passed on thanks from CUDAR fundraisers for the greatly appreciated College support in their joint gifts work, and saw this as a great example of CUDAR and Colleges working together. Templates and standard wording on joint studentships and Fellowships were being developed.
- b. Thanks were given for members who were involved in supporting the Internship programme, twelve strong candidates had been selected.
- c. The recent Hong Kong and Singapore events were a success, and alumni attendees were excited to meet the Acting and Elect Vice-Chancellors. Future international events were being planned for the new Vice-Chancellor, following feedback from that first event, but initially a visit to the United States was planned for December 2023 that would include attendance at the Cambridge in America (CAm) Board meeting.
- d. Apologies were given for the short notice of a speaking engagement with Geoffrey Hinton occurring that week at King's College. In-person attendance was fully booked, but there was a live-stream available. Georgina Cannon would look into the issue of alumni being invited to the event despite CUDAR being informed by Colleges that they should be excluded.
- e. Invitations to the 2023 Guild of Benefactors Ceremony had been sent out, which that year would feature donor round table discussions hosted by the new Vice-Chancellor.
- f. A few collaborative joint gifts had been repackaged into supporting Cambridge Zero, CUDAR staff were happy to speak at a future Committee meeting to talk about how Colleges could engage with the interdisciplinary initiative.

CDDC.22.32 Update from Cambridge in America

Patty Danver, Senior Director of Strategic Engagement for CAm, provide an update to the Committee:

In the discussion that followed, **Corinne Lloyd (M) agreed to discuss with Patty Danver the provision by CAm of an online training session on planned giving for Development Directors.**

CDDC.22.33 Report from the Chair

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

- a. A series of dinners were being provided for the incoming Vice-Chancellor as an induction to the Colleges, covering a range of topics concerning the interaction between the University and Colleges.
- b. Samuel Venn was thanked for his hard work on the ADQ. He left Darwin College earlier in May 2023 but had agreed to prepare the 2023-24 ADQ. The Chair was continuing to talk with Samuel

Venn but asked that if anyone was interested in taking on his role longer term to please contact her.

- c. Several student matters were being discussed at other intercollegiate committees, including:
- i. The ongoing marking and assessment boycott and changes to allow graduation ceremonies to go ahead.
 - ii. The creation of new undergraduate admissions assessments for 2024 and the confirmation of interview formats for the upcoming admissions round.
 - iii. A revised proposal for a Reading Week to be held from Lent 2025, piloted for five years, was in consultation.
 - iv. A proposal to alter the Cambridge Bursary Scheme to provide more support to students going on to their 4th year or greater, and an enhanced bursary for clinical medics and vets, was being considered by Bursars. This additional support would require an additional ~£300k in College funding, and did not include a long-term proposal to increase CBS funding support across the board.
 - v. Intercollegiate levies for 2023-24 were due to be approved by the Bursars' Committee.
 - vi. Discussions were ongoing with the Justice for Supervisors campaigners.
 - vii. Discussions on the size and shape of the University and Colleges continued, with part-time students a key area of focus.
 - viii. University staff and representatives were now undertaking University cybersecurity training, it was possible this training would be rolled out to College staff.

In the discussion that followed, Robert Gardiner (CAI) recommended that the Bursars' General Purchasing Sub-Committee was considering gains that could be achieved by securing an intercollegiate contract for Raiser's Edge.

CDDC.22.34 Turing Scheme funding

The Chair provided an update on behalf of Bill O'Hearn (T), on funding for the Turing Scheme: the committee overseeing the Turing Scheme continued to be concerned that there was insufficient funding to support all work and study abroad requests. In due course this would become a fundraising need that the Colleges and University might need to seek funding to support.

CDDC.22.35 CDDC Alumni Relations Representative

The Chair reported that Phil Pass (T) had agreed to be the Committee's new Alumni Relations Representative, following Ann Cernek (CL) moving to CUDAR. The Committee thanked Ann for her hard work in the CDDC role.

CDDC.22.36 Working Group on Collaboration – recommendations

The Chair provided an update on the Working Group on Collaboration: following a workshop in February, and further discussions at a CDDC informal meeting, concerns had been raised regarding the organising principle of the £1m donation threshold for joint gifts. From individual discussions with Development Directors it appeared that the threshold had been interpreted in a variety of ways due to the vague language in the current Code of Practice, so more formal language and clearer guidelines needed to be developed. A guidance document was being created on current behavioural norms for Development Directors to consider in due course.

A Joint Gifts Working Group, a sub-group of the Working Group on Collaboration, was being established. Members received draft terms of reference for the new Working Group:

Paper 3 Joint Gifts Working Group draft terms of reference

The Chair informed Development Directors that they would shortly be asked to complete a survey on how they calculated their ratings, to add to University data for the Working Group to explore. It was being discussed whether CUDAR could send out a quarterly e-mail with newly rated prospects, a hurdle to overcome was the need for the sensitive information to be secure yet easily accessible to members. The Joint Committee on Development was meeting before the end of June, a further informal CDDC meeting could be arranged earlier if needed to discuss new collaboration guidance draft further.

Georgina Cannon agreed to consider who at CUDAR could organise regular sessions for Development Directors to meet new fundraisers at CUDAR, to establish better links between the Colleges and University.

10. Principles of Intercollegiate Decision-Making

The Committee received the final proposal from the Colleges' Committee Working Group on Management of Business, on the articulation of the principles to be followed when Colleges were asked, or agreed between them, to make a decision collectively:

Paper 4 Intercollegiate decision-making

The Committee approved the proposal without any suggested amendments.

OTHER ITEMS OF BUSINESS

CDDC.22.37 Halpin Report Sub-Group

The Chair reported on behalf of Fran Malarée (CHU), Chair of the Halpin Report Sub-Group, that there was no significant progress to report but a detailed update would be provided at the next Committee meeting.

Matthew Mellor provided an update on the internship programme: 34 applicants were received and 12 offers made. Six students would work for CUDAR, six in the Colleges. The cohort represented eight Colleges, a third were from diverse backgrounds. The interns would be invited to the CDDG Conference in June, and would showcase their project work at the programme's conclusion in early September.

CDDC.22.38 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)	Not met since last meeting.
Bursars' Committee	Rowan Kitt (Q)	2 March 2023 (M)

Cambridge in America Board	Rachelle Stretch (TH)	Not met since last meeting.
Cambridge Development and Alumni Relations Internship Programme	Kate Glennie (ED) Sian Cook (W) Matthew Mellor (HO)	See item 22.38.
Colleges' Committee	Rachelle Stretch (TH)	13 May 2023 (M)
Colleges' Standing Committee	Rachelle Stretch (TH)	7 March 2023 (M) 3 May 2023 (M)
College Wellbeing Stimulus Fund Committee	Catherine Twilley (CTH)	Hasn't yet met.
Joint Committee on Development	Rachelle Stretch (TH)	14 November 2022 (M)
Joint Gifts Working Group	TBC	See item 22.36.
Philanthropic Advisory Board	Rachelle Stretch (TH)	16 February 2023 (R)
Postgraduate Admissions Committee Recruitment and Funding Sub-Group	Kate Glennie (ED)	Minutes to be circulated of 24 May 2023 meeting.
Senior Tutors' Committee	Saskia Murk Jansen (PET)	17 February 2023 (M) 17 March 2023 (M)
SSI Development Group	Sam Venn (DAR) Bill O'Hearn (T) Lorraine Headen (K) Rachelle Stretch (TH)	The Chair reported that remaining funds of the Harding Challenge were being allocated, members expressed a hope that any future scheme would be less complex.
SWAP Comms Group	Sian Cook (W)	
Working Group on Collaboration	Maša Amatt (CAI) Catherine Twilley (CTH) Emily Williams (JE)	See item 22.36.
Working Group for Study Abroad	Bill O'Hearn (T) See above	See item 22.34.

CLOSING MATTERS**CDDC.22.39 Any other business****a) CDDG Conference**

Kate Glennie (ED) reported that details of the upcoming CDDG Conference were being finalised, and would be circulated soon after a conference planning meeting being held the next day. The conference would be held in person on 20 June 2023, with other dates for online sessions.

CDDC.22.40 Dates of future meetings

Dates for formal meetings for 2023/2024 are set out below. Meetings will be held at 2.00 pm:

Wednesday, 1 November 2023 (King's College)
 Wednesday, 14 February 2024 (Murray Edwards College)
 Wednesday, 22 May 2024 (Newnham College)

Dates for informal network meetings for 2023/24 are set out below. Meetings will be held at 2pm on Zoom:

Tuesday, 3 October 2023
Tuesday, 16 January 2024
Tuesday, 23 April 2024

2023-05-24 CDDC minutes

M Millbrook
28 May 2023