

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)****MINUTES of the meeting held at 2 pm on Wednesday 30 October 2024  
in the Audit Room, King's College**

The meeting was chaired by Simon Crookall (W): the Secretary was Jo Ryan (LC), 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>Magdalene</b>	Corinne Lloyd
<b>Churchill</b>	Fran Malarée	<b>Murray Edwards</b>	Jay Longworth
<b>Clare</b>	Thomas Northcote*	<b>Newnham</b>	Sarah Carthew
<b>Clare Hall</b>	Francé Davies	<b>Pembroke</b>	Matthew Mellor
<b>Corpus Christi</b>	Rachel Lawson	<b>Peterhouse</b>	Edward Davies
<b>Darwin</b>	Fiona Duffy	<b>Queens'</b>	
<b>Downing</b>		<b>Robinson</b>	Katharine Cantell
<b>Emmanuel</b>	Sarah Bendall	<b>St. Catharine's</b>	Catherine Twilley
<b>Fitzwilliam</b>	Peter O'Connor	<b>St. Edmund's</b>	Kate Glennie
<b>Girton</b>	Magdalena Douleva	<b>St John's</b>	
<b>Gonville &amp; Caius</b>		<b>Selwyn</b>	Mike Nicholson
<b>Homerton</b>		<b>Sidney Sussex</b>	Jo Beatty
<b>Hughes Hall</b>	Kerry Wilson	<b>Trinity</b>	Bill O'Hearn
<b>Jesus</b>	Emily Williams	<b>Trinity Hall</b>	Rachelle Stretch
<b>King's</b>	Lorraine Headen	<b>Wolfson</b>	Simon Crookall
<b>Lucy Cavendish</b>	Grace Russell*		

\* represents a delegate sent on behalf of the Development Director

*Attendees*

<b>Intercollegiate Officers</b>	Dorothy Byrne (Head of House, MUR) Ivan Collister (Bursar, K) Malcolm Millbrook (Deputy, Head, Office of Intercollegiate Services) Matthew Russell (Head, Office of Intercollegiate Services) Diane Brooker (Office of Intercollegiate Services)
<b>University</b>	Amy Trotter (CUDAR) Liz Warr (CUDAR) Gabrielle Bennett (Cambridge in America) Sean Moriarty (Cambridge in America)

There were no declarations of interest.

**PRELIMINARY BUSINESS****CDDC.24.1 Welcome**

The following were welcomed to their first meeting:

- Katharine Cantell (R)
- Edward Davies (PET)
- Magdalena Douleva (G)
- Amy Trotter (the current CUDAR lead for liaison with CDDC)

## **CDDC.24.2    Minutes of the meeting held on 22 May 2024**

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

## **CDDC.24.3    \*\*\*Terms of reference**

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

Paper 1            Terms of Reference

Paper 2            Privacy Statement

[\(privacy\\_and\\_confidentiality\\_statements\\_committees\\_2021\\_-\\_final.pdf \(cam.ac.uk\)\)](#)

## **CDDC.24.4    Matters arising not elsewhere on the agenda**

There were no matters arising that were not elsewhere on the agenda.

*The following two items (CDDC.23.5 and CDDC.23.6) were taken as reserved business for committee members and intercollegiate officers only.*

## **CDDC.24.5    Principles of Collaboration**

The Chair convened a discussion about the future development of the *Principles of Collaboration* document given that, after protracted discussions, there had not been consensus about the agreed “threshold” for shared prospect discussions between the University and the Colleges, most recently at the meeting of Colleges’ Committee on xx July 2024.

In the discussion, the following points were noted:

- a) the *Principles of Collaboration* had been developed by the Joint Working Group on Collaboration, which was formally a sub-committee of the Joint Committee on Development. This group would continue to work on the outstanding issues.
- b) apart from the value of the shared prospect threshold (£1M over five years), there was a general and strong consensus that the *Principle of Collaboration* were appropriate and agreed, and were an improvement on the existing principles outlined in the *Code of Practice on Fundraising*.
- c) there was therefore strong support to see whether a slightly-revised version of the *Principles of Collaboration*, where the references to the threshold were removed might allow the discussion to move forward. It was proposed that, for a period of six months, Colleges and CUDAR could report real or perceived breaches of the principles of collaborative working to the Office of Intercollegiate Services, to get a measure of the extent of the issue to be addressed.
- d) several challenges of the shared prospect threshold were shared:
  - i. one of the challenges of the definition of the shared prospect threshold was the subjectivity of the net worth and giving capacity of donors.
  - ii. the one-size-fits-all approach to collaborative working that the threshold value implied meant it was unlikely that a single figure for all Colleges would be seen as the right answer: some Colleges, particularly those with very small development offices, relied more heavily on the support and function of CUDAR than others. For small offices, working through long lists of potential shared contacts was very time-consuming. It was noted that it was also time-consuming to access University data and notes on Amicus.

- iii. applications to trusts and foundations presented different challenges for collaborative working, particularly as some trusts and foundations expected applications to come from the University, and where necessary act on behalf of a College, and often limited the number of applications from a single institution.
  - iv. a focus on the wealth of the donor did not sit easily with the concept of donor-led giving.
  - v. there were also challenges about whether the principles applied to non-alumni that nevertheless already had strong connections to Colleges (e.g. Fellows and visiting academics).
- e) a number of Colleges reported very healthy and productive working relationships with CUDAR, noting that the materiality of breaches were fewer than in the past, but noting that where they occurred it created issues both in terms of operations, relationships with donors and general levels of trust between the College and the University. More generally, the *Principles of Collaboration* was a valuable tool to work towards better data gathering and sharing, and transparency.
  - f) a point was raised about the agreement of the *Principles of Collaboration* under the intercollegiate agreement protocol, given that charity law required its trustees to act in the best interest of their charity, and the concept of directing potential College donors to potentially more attractive University projects needed to be considered in that context.
  - g) the management of shared prospects could be ameliorated by the growth of joint gifts (or joint gift packages and approaches), where both the University and the College benefit from the generosity of the donor.
  - h) attention was drawn to the complaints mechanisms included in the *Principles of Collaboration* document and how these differed from the current *Code of Practice on Fundraising*: it was noted the co-chairs of the Joint Working Group on Collaboration were key to this process.

**The Committee agreed to recommend to Colleges' Committee that the *Principles of Collaboration* (modified by the removal of the concept of the shared prospect threshold) be adopted for the period of the current academic year (2024-25) alongside data-gathering by the Office of Intercollegiate Services of real or perceived breaches of the collaborative principles.**

#### **CDDC.24.6    Annual ADQ report**

The Committee noted that the ADQ 2024 had now been circulated. Members were asked to provide Matthew Russell with any detailed comments or feedback about the exercise, to improve the process and quality of the data for next year. **The Committee agreed to ask Bill O'Hearn to develop a presentation of the results, to be open to all development office staff.**

### **PRINCIPAL BUSINESS**

#### **CDDC.24.7    Termly briefing from CUDAR**

Amy Trotter provide an oral update on behalf of CUDAR:

- a) attention was drawn to the information published in "In the Know" about staff changes and recent and upcoming events. This can be viewed at: <https://www.philanthropy.cam.ac.uk/in-the-know-past-editions>
- b) work was underway to replace the Managing Director of Development with two new posts and that, for the time being, Amy Trotter would be the CDDC liaison, Co-Chair of the Joint Working Group on Collaboration and the CBELA link for the Colleges, as well as participating in the joint prospect meetings.

- c) attention was drawn to the success of last year's internship programme, with 5 of the 11 interns securing jobs within Collegiate Cambridge.
- d) a reflection on the current prospect meetings was provided (Paper 4), noting that 19 Colleges were participating in the new process started in May 2024, and that a review of the process would commence later this Term.

Liz Warr gave an update on the emerging thinking for the launch of a new campaign, currently likely to be late 2026 or early 2027. Four workstreams were being created (the proposition; communications; size and shape of the campaign; volunteer management), with the first of these beginning its work now, where it would be hosting workshops in February 2025. Thought would be given to lessons from the recently-completed campaign and how to maintain momentum to follow up on the Student Support Initiative.

In the discussion, it was noted:

- a) thought could be given to whether the campaign can address the core costs of providing the unique Cambridge model of education and supporting the fabric of a heritage estate.
- b) a clear rationale for a campaign instead of a long-term development programme would be helpful, especially because of the number of unfinished priorities from the previous campaign.
- c) linking the campaign to clear University strategies would be important, including but not only the concerns about the availability of postgraduate student accommodation in Cambridge.

#### **CDDC.24.8    Briefing from Cambridge in America**

Gabrielle Bennett reminded the Committee about the twice-yearly timetable of meetings of the Cambridge in America Board and how Colleges should capitalise on events involving either their American alumni (for the Board meeting in New York, 13 December 2024) or College-affiliated members of the Board (for the Board meeting in Cambridge, 13 June 2025).

The Committee received a paper outlining the size of the activity at Cambridge in America and the regional approach and the staff leads:

Paper 5            Cambridge in America update

#### **CDDC.24.9    Report from the Chair**

The Chair updated the committee on recent developments:

- a) Colleges' Committee met on 26 October 2024, where a number of strategic discussions were covered, including the current review of student disability support, the Teaching Review, the Justice for College Supervisors campaign, the size and shape of the student body (and the related issue of the availability of accommodation in Cambridge) and the use of College space for examinations. The University had also reported on their recruitment of a Senior Information Officer (Head of UIS) and Chief Financial Officer, a new external review on its sustainability targets and plans, and a General Board review of the successor to the Student Support Initiative.
- b) a new postgraduate studentship funding scheme supported by Trinity College was due to be announced next week. This would provide £2.4M annually for five years towards matched funding for new studentships and would be led through the six Schools. Further details would emerge in the next few weeks.

**In response to a question about an annual event for the wider College development community, the Committee agreed to explore how this might be taken forward.**

## OTHER ITEMS OF BUSINESS

### **CDDC.24.10 Administration fee for restricted endowed funds**

Emily Williams (JE), at the previous Zoom meeting, had raised questions about interest in the introduction of administrative overhead fees (or deductions from donations) and the practices across the Colleges. Ivan Collister (K) also noted that Bursars had held a similar informal discussion. It was noted that this was occurring in a small number of Colleges, who agreed to shared the implications and unintended consequences. **It was agreed to share knowledge and experience on this Topic on the Teams channel but a formal survey might emerge depending on interest.**

It was further noted that full cost recovery was common in other sectors.

### **CDDC.24.11 Code of Conduct for Donor/Student interactions**

It was agreed to defer discussion of this to the next meeting, or otherwise address the topic by email consultation.

## STANDARD REPORTS

### **CDDC.24.12 Reports from Committees not discussed elsewhere on the agenda**

The Committee received the minutes of meetings listed below (available in a separate folder). Representatives on these committees are asked to submit a written report to this Committee to provide a record of collegiate business.

Minutes have been received from the following committees (and are available on the OIS intranet at [30/10/2024](#)):

Bursars' Committee	bulletin and minutes	6 June 2024
Senior Tutors' Committee	bulletin and minutes	12 July 2024
Colleges' Committee	minutes	6 July 2024
Colleges' Standing Committee	minutes	11 June 2024
	minutes	8 October 2024

### **CDDC.24.13 Reports from representative members on other bodies**

The Committee received the following reports:

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

#### **CDDC.24.14 Future meetings**

Dates of formal meetings for 2024/2025 are set out below. Meetings will be held at 2:00 pm, venues to be confirmed:

Wednesday, 12 February 2025	(Queens' College)
Wednesday, 21 May 2025	(Selwyn College)

Dates of informal Zoom meetings are set out below, all at 2:00 pm:

Tuesday, 14 January 2025
Tuesday, 22 April 2025

#### **CDDC.24.15 Thanks**

The Committee thanked the Provost and Fellows of King's College for their generous hospitality.

2024-10-30 CDDC minutes

Matthew Russell  
31 October 2024

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)****MINUTES of a meeting held at 2:30 pm on Wednesday 12 February 2025  
in the Munro Room at Queens' College.**

The meeting was chaired by Simon Crookall (W): the Secretary was Jo Ryan (LC), 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>Magdalene</b>	Corinne Lloyd
<b>Churchill</b>	Fran Malarée	<b>Murray Edwards</b>	Jay Longworth
<b>Clare</b>	Toby Wilkinson	<b>Newnham</b>	Sarah Carthew
<b>Clare Hall</b>	Francé Davies	<b>Pembroke</b>	Matthew Mellor
<b>Corpus Christi</b>		<b>Peterhouse</b>	
<b>Darwin</b>	Fiona Duffy	<b>Queens'</b>	Rowan Kitt
<b>Downing</b>	Jo Finnie Jones	<b>Robinson</b>	Katharine Cantell
<b>Emmanuel</b>	Sarah Bendall	<b>St. Catharine's</b>	Catherine Twilley
<b>Fitzwilliam</b>		<b>St. Edmund's</b>	Kate Glennie
<b>Girton</b>	Magdalena Douleva	<b>St John's</b>	
<b>Gonville &amp; Caius</b>	Maša Amatt	<b>Selwyn</b>	Mike Nicholson
<b>Homerton</b>		<b>Sidney Sussex</b>	
<b>Hughes Hall</b>	Kerry Wilson	<b>Trinity</b>	Bill O'Hearn
<b>Jesus</b>	Emily Williams	<b>Trinity Hall</b>	Rachelle Stretch
<b>King's</b>		<b>Wolfson</b>	Simon Crookall
<b>Lucy Cavendish</b>	Jo Ryan		

*Attendees*

<b>Intercollegiate Officers</b>	Ivan Collister (Bursar, K) Matthew Russell (Head, Office of Intercollegiate Services) Diane Brooker (Office of Intercollegiate Services, minute taker)
<b>University</b>	Amy Trotter (CUDAR) Clare Monaghan (CUDAR) Gabrielle Bennett (Cambridge in America) Patty Danver (Cambridge in America) Liliya Panko (Cambridge in America) Sean Moriarty (Cambridge in America)

There were no declarations of interest.

**PRELIMINARY BUSINESS****CDDC.24.16 Minutes of the meeting held on 30 October 2024**

The Committee approved the minutes of the meeting on 30 October 2024 as a true record.



## **PRINCIPAL BUSINESS**

### **CDDC.24.17 Chair's report**

The Chair updated the Committee on discussions at the Colleges' Committee meeting on 1 February 2025. Topics included:

- recommendations emerging from the Teaching Review.
- the management of future protests, including disruption at Congregations.
- developments at the School of Veterinary Medicine.
- planning for the forthcoming Chancellorship election.

### **CDDC.24.18 Briefing from CUDAR**

The Committee received for information:

Paper 1	Event and staff updates
Paper 2	Update on the Trinity College Research Scheme (TCRS)

Amy Trotter provided a briefing on behalf of CUDAR:

- a) The 2024 round of College prospect review meetings had recently concluded, and Colleges (both participants and non-participants) would be invited to share their feedback and experiences to help inform future reviews. Colleges were encouraged to participate on an annual basis, with the future format(s) of such meetings being determined by the feedback and for which it would be anticipated that a small number of different modes of meetings would be offered.
- b) advertising for the next intake of internships would commence in the next few weeks and expressions of interest had been received from 8 Colleges for the forthcoming year. Costs would be subsidised again this year, thanks in part to a donation secured by Trinity College, but a sustainable costing model would need to be agreed for future years. Assistance from Colleges to provide meeting spaces at low or no cost for intern curriculum days would be appreciated, as would donations to the fund.
- c) CUDAR were keen to collaborate with Colleges on the TCRS to provide funding for 4-year studentships. This initiative would require good communication between partners and the approach to fundraising was intended to remain as simple as possible. Members were reminded that the School Heads of Development should be the key contacts for Colleges should they have matching funds for the emerging School initiatives.

Claire Monaghan updated the Committee on the forthcoming Chancellorship election. A communications strategy had been formulated, and an overview and timeline of the election would be circulated later in the week. A separate message would be sent to Senior Tutors to provide additional information on which students would become eligible to vote. A dedicated website and email address would be set up to signpost the process and respond to all queries.

The Committee reviewed a recent roundtable meeting with John Glier on early planning for the new campaign. It was noted that:

- it would be helpful for a summary of points made at the roundtable meeting to be compiled;
- clarity regarding the governance of both the campaign planning and the campaign itself would be welcomed, noting that both were still under consideration by the University's senior leadership team. Colleges would welcome a joint body, similar to the Joint Committee for Development, to oversee the campaign.
- As part of the preparations, a survey run through OIS to capture likely aspirational targets over the lifetime of the next campaign would be issued shortly.

#### **CDDC.24.19 Briefing from Cambridge in America**

The Committee received for information:

Paper 3	CAM Activity Report
Paper 4	What is CAMUK Ltd?
Paper 6	CAM Report to CDDC

Gabrielle Bennett, Patty Danver, Sean Moriarty and Liliya Panko provided a briefing on behalf of Cambridge in America:

- a) Development Directors were reminded of the separate services provided by CAM UK, which would be appropriate for donors who were taxpayers in both the UK and the US.
- b) CAM could provide assistance with due diligence for any US-based donors or prospects. Colleges were encouraged to liaise with Richard Romeo ([rich@cantab.org](mailto:rich@cantab.org)) for support with donors assessed for gifts over \$100k.
- c) There were 85 known alumni groups in North America, run by volunteers, which could provide a useful resource for Colleges on a range of topics and interests. Colleagues at CAM would be happy to provide further information to interested Colleges.

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

#### **CDDC.24.20 Development Resources Sub-Committee**

**The Committee received and approved the terms of reference of the Development Resources Sub-Committee, subject to a few small grammatical amendments:**

Paper 5	Development Resources Sub-Committee terms of reference
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A meeting of the Sub-Committee would be organised during the Lent Term.

Development Directors were reminded that the original Halpin Report and associated materials was available on the OIS intranet: [Halpin presentation "Investing for Success" \(April 2022\)](#)

## STANDARD REPORTS

### **CDDC.24.21 Reports from Committees not discussed elsewhere on the agenda**

Minutes were received from the following committees (available on the OIS intranet at [12/02/2025](#)):

Bursars' Committee	bulletin and minutes	14 November 2024
Senior Tutors' Committee	bulletin and minutes	1 November 2024 29 November 2024
Colleges' Committee	minutes	26 October 2024 1 February 2025
Colleges' Standing Committee	minutes	19 November 2024
	minutes	21 January 2025
College Wellbeing Stimulus Fund	minutes	17 January 2025

**The Committee agreed that Paper 2 should be submitted to a future meeting of the Senior Tutors' Committee to help promote the Trinity College Research Scheme.**

### **CDDC.24.22 Reports from representative members on other bodies**

Paper	Committee/body	Representative
6	PAC Recruitment and Funding Sub-Group	Fiona Duffy (DAR)

Oral reports were received on:

#### **a) College Wellbeing Stimulus Fund (Catherine Twilley, CTH):**

The next deadline for applications was 5 May 2025. To date, no joint applications had been received and Colleges were encouraged to submit applications for funding.

### **CDDC.24.23 Future meetings 2024-25**

Dates of formal meetings for 2024/2025 are set out below. Meetings will be held at 2 pm:

Wednesday, 21 May 2025 (Selwyn College)

Dates of informal Zoom meetings are set out below, all at 2 pm:

Tuesday, 22 April 2025

### **CDDC.24.24 Future meetings 2025-26**

Provisional dates of formal meetings for 2025/2026 are set out below. Meetings will be held at 2 pm:

Wednesday, 5 November 2025 (Peterhouse)  
Wednesday, 18 February 2026 (Robinson College)  
Wednesday, 27 May 2026 (Sidney Sussex College)

Dates of informal Zoom meetings are set out below, all at 2 pm:

Tuesday, 7 October 2025  
Tuesday, 20 January 2026  
Tuesday, 28 April 2026

**CDDC.24.25 Congratulations**

Toby Wilkinson (CL) was congratulated on his appointment as Bursar of Clare College.

**CDDC.24.26 Thanks**

The Committee thanked the Master and Fellows of Queen's College for their generous hospitality in hosting the meeting.

2024-02-12 CDDC minutes

Matthew Russell  
13 February 2025

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)****MINUTES of a meeting held at 2.30 pm on Wednesday 21 May 2025  
in the Harrison Room at Selwyn College.**

The meeting was chaired by Simon Crookall (W): the Secretary was Jo Ryan (LC), 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>Magdalene</b>	Corinne Lloyd
<b>Churchill</b>	Fran Malarée	<b>Murray Edwards</b>	
<b>Clare</b>	*Thomas Northcote	<b>Newnham</b>	Sarah Carthew
<b>Clare Hall</b>	Francé Davies	<b>Pembroke</b>	Matthew Mellor
<b>Corpus Christi</b>	Rachel Lawson	<b>Peterhouse</b>	
<b>Darwin</b>		<b>Queens'</b>	Rowan Kitt
<b>Downing</b>		<b>Robinson</b>	Katharine Cantell
<b>Emmanuel</b>	*Claire Gosgrave	<b>St. Catharine's</b>	Catherine Twilley
<b>Fitzwilliam</b>		<b>St. Edmund's</b>	Kate Glennie
<b>Girton</b>		<b>St John's</b>	
<b>Gonville &amp; Caius</b>	Maša Amatt	<b>Selwyn</b>	Mike Nicholson
<b>Homerton</b>		<b>Sidney Sussex</b>	
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<b>King's</b>		<b>Wolfson</b>	Simon Crookall
<b>Lucy Cavendish</b>	Jo Ryan		

*Attendees*

<b>Intercollegiate Officers</b>	Dorothy Byrne (President, MUR) Ivan Collister (Bursar, K) Duncan Needham (Senior Tutor, DAR) Matthew Russell (Head, Office of Intercollegiate Services)
<b>University</b>	Eilis Ferran (Gates Trust) Clare Monaghan (CUDAR) Kat Hageman (CUDAR)

There were no declarations of interest.

**CDDC.24.27 Minutes of the meeting held on 12 February 2025**

The Committee approved the minutes of the meeting on 12 February 2025 as a true record.

## PRINCIPAL BUSINESS

### **CDDC.24.28 Gates Cambridge Trust**

Eilis Ferran, Provost of the Gates Cambridge Trust, drew attention to the circulated papers on the structure of the current Gates Scholarships, and a draft proposal for a new leadership scholar programme for current and previous Gates Scholars:

Paper 1	The Gates Scholarship
Paper 2	Gates Cambridge Leading with Purpose Programme

In her presentation, she clarified that all of the Gates Scholars were international postgraduate students and that the Trust aimed for a 2:1 ratio of PhD:Masters students. There were ~250 Scholars in residence and ~2,000 alumni. She outlined their current engagement with alumni Scholars, including:

- An advisory committee made up of alumni
- One trustee position is always held by an alumnus
- While they do not undertake direct outreach for the Scholarships, alumni have access to materials to raise awareness through their networks
- Alumni are included in the Scholar selection process
- A mentoring programme of alumni is provided to current Scholars
- Alumni are provided with regular newsletters and social media feeds, and have access to space at the Trust's offices when visiting Cambridge

Eilis Ferran outlined that they do not engage in fundraising for the Trust's funds at present, but have had enquiries about ways for alumni to give – the current thinking of the trustees was that this could be a revenue source for the proposed Leading with Purpose Programme. She asked the Committee for advice about how to engage with fundraising requests.

It was noted in the discussion that the precise status of the Gates Cambridge Trust, and particularly whether or not it was a part of the University, was a key element of any College engagement. If it was the latter, it would be expected to comply with the Code of Practice and/or *Principles of Collaboration*, noting the constraints that would have on fundraising from alumni (unless an exceptional case was made). It was further noted that the Trust's current database of its alumni was discrete from any University or College systems, both for alumni relations and fundraising. It was suggested that commissioning CUDAR to fundraise on their behalf and process any donations might be an option.

### **CDDC.24.29 Briefing from CUDAR**

The Committee received for information:

Paper 3	CUDAR update
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Claire Monaghan clarified that Clare Birch was now on leave and any queries could be passed to Amy Trotter in the short term. She also noted that the candidates for the Chancellorship would be published on 28 May 2025.

Kat Hageman, Campaign Director, was introduced to the Committee. She provided a briefing on the University's plans for its forthcoming fundraising campaign, noting that the campaign would likely run from 2026/27 to 2032/33 (precise months to be determined), and that the current planning phase had a number of workstreams: priorities and propositions; brand, communications and engagement; volunteering; and goals, resourcing and reporting.

Members of the Committee requested that, during the current planning phase, clear and early communications with Colleges were established, particularly if there were alumni or other key donors that the University would be interested in involving in the campaign governance structures (noting the conflict of interests that might arise if they are already engaged in College fundraising initiatives).

They also requested that, as the marketing and communication plans evolved, the key messaging should be communicated as early as possible to encourage alignment and avoid disjuncts with College fundraising and messaging.

#### **CDDC.24.30 Briefing from Cambridge in America**

A briefing was not provided at this meeting.

#### **CDDC.24.31 Chair's report**

The Chair reminded the Committee about the recent Zoom meeting and the presentations from the Schools of Arts and Humanities and Humanities and Social Sciences for the Trinity Research Scholarships.

He also noted that intercollegiate committees were continuing to discuss: the University's new Office for Students registration conditions relating to sexual harassment and misconduct; the Teaching Review and its final recommendations; policies relating to the use of artificial intelligence (where it was noted in the meeting that the University had developed [guidance for practitioners](#)) and that, at a recent meeting, the Vice-Chancellor had highlighted a potential risk of the Trump administration introducing rules to limit or cease the ability of 501c3 agencies to send US money overseas.

Regarding the work of the Working Group on Collaboration, he drew attention to a pilot scheme for the sharing of information and data between CUDAR and the Colleges, which would involve three Colleges (JE, TH, W) and that OIS was still continuing to gather examples of perceived breaches of the Code of Practice (or *Principles of Collaboration*).

In discussion, the Committee said that it would welcome future Café meetings or online presentations from [Pyro.Solutions](#), and from the University on its [Access and Participation Plan](#).

### **OTHER ITEMS OF BUSINESS**

#### **CDDC.24.32 Feedback from ADC**

Members of the Committee were invited to provide any informal feedback to Emily Williams (JE).

#### **CDDC.24.33 ADQ 2025**

Matthew Russell provided a brief update on plans for next year's ADQ, noting that was in the process of incorporating the questions from the (currently-live) Alumni Relations Questionnaire. He further noted that the national CASE survey had introduced a number of additional requirements that he had been asked to include, and raised concerns that the combination of

both of these might represent a significant additional burden on Development Offices to complete the survey this year. The Committee agreed that the Chair and Bill O’Hearn (T) should review the requirements of CASE in more detail and discuss with the University whether it was wanting to include these in future returns.

He also reported that one of the three remaining anonymised Colleges had now opted to de-anonymise, which resulted in minimal protection for the remaining two Colleges. He reminded the Committee that only summed data was provided to the University, but that the elephant file was available to all College senior officers. Members were reminded, however, that some of the information may be considered commercially sensitive and that the elephant file is not expected to be shared outside of its immediate recipients.

## **STANDARD REPORTS**

### **CDDC.24.34 Reports from Committees not discussed elsewhere on the agenda**

The Committee received the minutes of meetings listed below. Representatives on these committees were asked to submit a written report to this Committee to provide a record of collegiate business.

Minutes have been received from the following committees (and are available on the OIS intranet at [21/05/2025](#)):

Bursars’ Committee	bulletin and minutes	27 February 2025
Senior Tutors’ Committee	bulletin and minutes	14 February 2025 14 March 2025
Colleges’ Committee	minutes	10 May 2025
Colleges’ Standing Committee	minutes	4 March 2025
	minutes	29 April 2025
College Wellbeing Stimulus Fund	minutes	13 March 2025

### **CDDC.24.35 Reports from representative members on other bodies**

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

The Bursar of King’s College outlined briefly the recent announcement of changes to the College’s investment policies, affirming that key alumni and donors had been consulted on the changes and that the range of feedback was wide, as had been expected. He reported that there had been little response to date to the public announcement.

### **CDDC.24.36 Future meetings 2025-26**

The Committee received dates for 2025-26 for:

a) formal meetings (2 pm, venues to be confirmed):

Wednesday, 5 November 2025	(Peterhouse)
Wednesday, 18 February 2026	(Robinson College)
Wednesday, 27 May 2026	(Sidney Sussex College)



b) informal meetings (2 pm, Zoom):

Tuesday, 7 October 2025

Tuesday, 20 January 2026

Tuesday, 28 April 2026

**CDDC.24.37 Thanks**

The Committee thanked Selwyn College for their generous hospitality in hosting the meeting.

2024-05-21 CDDC minutes

Matthew Russell  
22 May 2025