

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)**

Minutes of a meeting of the College Development Directors' Committee via Zoom  
at 2.00 p.m. on Thursday 7 October 2020

The meeting was chaired by Fran Malarée (CHU); the Secretary was Rachelle Stretch (TH) and the minute secretary was Matthew Russell (OIS)

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

<b>Christ's</b>	Catherine Twilley	<b>Magdalene</b>	Corinne Lloyd
<b>Churchill</b>	Fran Malarée	<b>Murray Edwards</b>	Fiona Duffy
<b>Clare</b>	Bill O'Hearn	<b>Newnham</b>	Sarah Carthew
<b>Clare Hall</b>		<b>Pembroke</b>	Nami Morris*
<b>Corpus Christi</b>		<b>Peterhouse</b>	Saskia Murk Jansen
<b>Darwin</b>	Samuel Venn	<b>Queens'</b>	Rowan Kitt
<b>Downing</b>	Jo Finnie Jones	<b>Robinson</b>	Sarah Westwood
<b>Emmanuel</b>	Sarah Bendall	<b>St. Catharine's</b>	Deborah Loveluck
<b>Fitzwilliam</b>	Nicola Jones	<b>St. Edmund's</b>	Kate Glennie
<b>Girton</b>	Deborah Easlick	<b>St John's</b>	
<b>Gonville &amp; Caius</b>	Maša Amatt	<b>Selwyn</b>	Mike Nicholson
<b>Homerton</b>		<b>Sidney Sussex</b>	Jillaine Seymour
<b>Hughes Hall</b>	Bill Conner	<b>Trinity</b>	Jo Raines*
<b>Jesus</b>	Emily Williams	<b>Trinity Hall</b>	Rachelle Stretch
<b>King's</b>	Lorraine Headen	<b>Wolfson</b>	Sian Cook
<b>Lucy Cavendish</b>	Jo Ryan		

<b>University</b>	Gabrielle Bennett, Erin Hall-Westfall, Bruce Mortimer, Andrew Paterson and Aaron Westfall
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Those names marked with an asterisk (\*) attended as a substitute for their respective Development Director.

There were no declarations of interest.

**CDDC.20.1 Terms of reference**

The current terms of reference were received for information and reference:

Paper 1 CDDC terms of reference (last reviewed Oct 2019; last revised Oct 2016)

**UNIVERSITY AND COLLEGES SHARED STRATEGIC INITIATIVES**

*CUDAR representatives attended for this part of the meeting.*

**CDDC.20.2 Briefing on selected projects**

a) CUDAR and Campaign updates (Aaron Westfall)

The Committee received a presentation (*circulated post-meeting with the minutes*):

Paper 6 Update of the Campaign

The Committee was notified of the following updates:

- i) CUDAR staff are still working remotely: this is currently under review;
- ii) The Annual Report was recently submitted to Council and will be published shortly;

- iii) Garry Keegan would be moving on to new opportunities at the end of October 2020;
- iv) Work on Cambridge Zero was continuing (in addition to the other updates below);
- v) Work was progressing on a “business definitions” project;
- vi) Campaign achievements:
  - a. £154M was raised in 2019-20 (£317M in the previous year) in total
  - b. £75M was raised in 2019-20 (£171M in the previous year) in the University campaign
  - c. £1.75B has been raised in total over the campaign, with two years to go – currently ahead of schedule
  - d. 2019-20 results were affected by riots in Hong Kong earlier in the year, and then by the COVID-19 pandemic.
  - e. Some 8-figure gifts expected in 2019-20 are now hoped to be realised in 2020-21
  - f. It was reported that the fundraising team are finding connecting with prospects challenging, but that using volunteers was very productive.

b) Student Support Initiative and the Harding Challenge (Andrew Paterson)

The Committee received a presentation (*circulated post-meeting with the minutes*):

Paper 7      Student Support Initiative update

The Committee was notified of the following updates:

- i) The Student Support Initiative (SSI) had raised £205M to date: a range of initiatives in the various sub-categories were highlighted.
- ii) Harding Challenge:
  - a. £2.7M was raised in 2019-20, unlocking £2.7M from the Harding Fund
  - b. This included 1591 gifts from 1588 new donors
  - c. There was a strong and sustained response throughout the year
  - d. Money was intended to be spent on the reform of the Cambridge Bursary Scheme (CBS2) and the Digital Gateway Grants (the latter commenced in October 2020)
  - e. In 2020-21, eligible donors will expand to include lapsed donors and any gifts towards relieve student hardship.
  - f. A precise list of eligible gifts was requested for circulation.
  - g. No change was expected on the eligible Colleges for postgraduate studentships supported by the Harding Fund.
  - h. A £350k gift has allowed a project to proceed to issue Masters studentships to support widening participation at that level. The grants being issued would be used to establish flags and parameters for defining “postgraduate widening participation” for the Collegiate University.

It was suggested that CUDAR should host a separate presentation and meeting to discuss the Harding Challenge in more detail.

c) Cambridge in America (CAm) Strategy (Gabrielle Bennett)

The Committee was notified that:

- i) 2020 was CAm’s 20<sup>th</sup> anniversary, which would be marked throughout the year.
- ii) CAm staff are still working remotely in the main, and focussed on supporting the regional strategy.
- iii) Most current and planned events were virtual, using Zoom enhanced features: a general offer was made to Colleges for advice and support on these.
- iv) CAm gifts were slowing for major donors, most likely due to the forthcoming US Presidential election: this should not affect plans for general mailings.

- v) The CARES Act was still in place, providing tax incentives for major donors.
- vi) CAM was currently registered to operate in all necessary states (35 in total): the Colleges were reminded this was a requirement of all 301(c)5 vehicles to comply with state tax regulations (over and above US federal ones).
- vii) It was confirmed that, in spite of the developing operations in Canada, there was no appetite for a rebranding exercise to reflect this.

d) Planned events and alumni engagement (Bruce Mortimer)

The Committee received a list of planned events (*circulated post-meeting with the minutes*):

Paper 8      FY20/21 Events Update

The Committee was also notified that:

- i) 2019-20 was a record year for alumni engagement with 19,924 participants in University programmes. This reflected a large increase in digital event participation.

**University Alumni engagement in FY19/20**

Metric	18-19 result	Difference	19-20 result
Event participation	4,069	↑5,393 (132.5%)	<b>9,462</b>
Benefit subscribers	96	↑7,192 (7494.7%)	<b>7,288</b>
Volunteers	1,199	↓235 (-19.6%)	<b>964</b>
Donors	3,893	↑1,055 (27.1%)	<b>4,948</b>
<b>Total engaged alumni</b>	<b>8,640</b>	<b>↑11,284 (130.6%)</b>	<b>19,924</b>

- ii) CUDAR would soon move to a new e-comms platform (dotdigital).

e) Major gifts training (Erin Hall-Westfall)

The Committee was notified that:

- i) The first programme had been completed and a second iteration planned for commencement in February 2021.
- ii) The programme’s advisory group would meet in November 2020 to consider feedback on the programme.
- iii) The costing model (and College financial contributions) was under review.

The Committee warmly thanked Erin Hall-Westfall and the programme team for an excellent programme.

*CUDAR representatives left the meeting at this point.*

**MATTERS ARISING**

**CDDC.20.3      Minutes of the last meeting**

The minutes of the meeting held on 4 June 2020 were approved as a true record.

#### **CDDC.20.4      Actions list**

The Committee received the current actions list:

Paper 2      Current actions list (30 September 2020)

It noted:

- a) 15 May 2019, minute 2c, 5-4: this action stalled as a result of COVID-19. Bill O’Hearn (CL) and Sian Cook (W) would seek to reactivate it this Term initially seeking views on purpose and expected outcomes;
- b) 9 Oct 2019, minute 1: this action stalled as a result of COVID-19. Fiona Duffy (MUR) would now aim to collect current College policies and forthcoming CBELA guidance and review divergent practices in the first instance.
- c) 6 Feb 2019, minute 11(1): this action stalled as a result of COVID-19 and would be deferred until Lent Term 2020.
- d) 6 Feb 2019, minute 11(2): this action stalled as a result of COVID-19 and would be deferred until Lent Term 2020, with Kate Glennie (ED) now acting as lead.
- e) 6 Feb 2019, minute 17: this action stalled as a result of COVID-19 and would be deferred until Lent Term 2020.

#### **CDDC.20.5      Working Group on Collaboration**

The Committee was reminded of the current College members of the Working Group (Fiona Duffy (MUR), Bill O’Hearn (CL), Emily Williams (JE)) and discussed who Fiona Duffy (MUR) as lead might include also in the group. The incoming Chair would also be kept apprised of progress.

Fiona Duffy (MUR) otherwise reported that there had been limited progress since the last meeting. In the discussion, the Committee noted:

- strong collaboration with CUDAR and good working practices were essential;
- a number of Colleges would welcome the re-establishment of a regular cycle of meetings to discuss joint prospects, notwithstanding the open invitation to request such a meeting to CUDAR at any time. Long lead times (6 months) were reported for such meetings;

**It was agreed that the Chair would convene a meeting of all interested Development Directors to discuss confluence of aims of the Code of Practice, to inform the work of the Working Group on Collaboration.**

#### **CDDC.20.6      Joint Committee on Development**

The Committee received an update from the Chair on progress towards the review and reform of the Joint Committee on Development (JCD). It was emphasised that the JCD had not now met for over a year, and the co-Chairs had agreed to set up a meeting of either the committee or (more likely) a set of people close to it but with strong interests to discuss urgent matters relating to strategic initiatives.

## **PRINCIPAL ITEMS OF BUSINESS**

### **CDDC.20.7 Future Governance of CDDC**

The Committee received an updated discussions on Development Director meetings and feedback about the future governance of the CDDC.

Paper 3 Update on CDDC governance and governance of fundraising

A general observation was made that many Development Directors had been included on their College's COVID-19 operational response teams, to the benefit of both the individuals and the Colleges, and that this had served to highlight the importance of internal collaboration with other College officers.

**The Committee agreed, as a matter of rapid action, that all Development Directors should discuss the proposed governance model with other senior College officers, to assess appetite for them, and to provide feedback to the Chair.**

### **CDDC.20.8 Raisers edge data issue and DPIA**

Matthew Russell reported that no further feedback from the Information Commissioner's Office had been received, following the formal reporting of the personal data breaches caused by Blackbaud in 12 Colleges. He otherwise noted that the incident should be prompting Colleges to consider whether the remote (cloud) storage of the data contained in Blackbaud's products should continue to remain there (either through a formal data protection impact assessment or not).

Members of the Committee were also advised:

- a) where they had received updates from Blackbaud, they should channel this information to OIS through their College Data Protection Leads as a matter of urgency;
- b) if they had ever used Blackbaud products in this way, there was a possibility that archived personal data had been retained on Blackbaud services, and Colleges that had not already done so should investigate this further.
- c) it would be helpful to share appetite for the exploration of alternative suppliers or service providers.

**The Committee agreed that Corinne Lloyd (M) would lead a group to review the implications arising from the July 2020 Blackbaud incident, including shared discussions on possible alternative providers.**

### **CDDC.20.9 CCDG Budget**

The Committee received:

Paper 4 CCDG Accounts 2019-20  
Paper 5 Treasurer's Draft Budget 2021-22

The Treasurer of CCDG, Jillaine Seymour, reported that both income and expenditure were likely to be low in 2020-21 and had otherwise drafted a "normal" budget for 2021-22. She further noted that the 2020-21 budget year was a shortened year, to align the budget year with the more normal July-June cycles used by the Colleges.

**The Committee agreed to recommend the 2021-22 budget to CCDG and authorised Jillaine Seymour to use it for the forthcoming levies request.**

#### **CDDC.20.10 Training Progress**

The Chair observed that Colleges should be open to future participants making a financial contribution to the University's major gift training (noting their generosity in supporting the first cohort of the programme in full.)

Kate Glennie (ED) reported that the University was seeking additional membership of the steering committee for the Annual Development Conference.

#### **CDDC.20.11 Annual Development Questionnaire**

Sam Venn (DAR, ADQ Officer) reported an estimated £79M end-of year fundraising result for the Colleges, which had included ten 7-figure donations to Colleges. He requested that Colleges submit the ADQ returns no later than 19 October 2020, and to let him know in advance if there was anticipated issues in meeting this deadline. He further noted he would shortly be asking Colleges for their Q1 returns for 2020-21.

### **OTHER ITEMS OF BUSINESS**

#### **CDDC.20.12 Reports from Committees not discussed elsewhere on the Agenda**

Representatives on the following committees gave brief comments on matters to note or take action, where these were not otherwise on the meeting agenda, as noted below the table. (Where there was no report, or the relevant committee had not met since the last meeting, this is noted in table.)

<b>Committee or Working Group</b>	<b>DD representatives</b>	<b>Minutes (M) Written report (WR) Verbal report (VR)</b>
Colleges' Standing Committee	Fran Malarée (CHU)	<b>VR</b>
Joint Committee on Development	Fran Malarée (CHU)	<i>Has not met</i>
JCD Working Group on Fundraising & Data Regulation	Fiona Duffy (MUR)	<i>Has not met</i>
JCD Sub-Ctte on Sports Fundraising	Rowan Kitt (Q)	<i>Has not met</i>
Campaign Advisory Group	Fiona Duffy (MUR)	<i>Has not met</i>
Campaign Board	Fiona Duffy (MUR)	
Cambridge in America Board	Fiona Duffy (MUR)	<b>VR</b>
Cambridge in America Advisory Group	<b><u>Fran Malarée (CHU)</u></b> Rachelle Stretch (TH)	<i>Has not met</i>
Alumni Advisory Board	Corinne Lloyd (M)	<b>VR</b>
Postgraduate Admissions Committee Funding Sub-Ctte	Kate Glennie (ED)	<b>VR</b>
Development Programme Accelerator Fund	<b><u>Emily Williams (J)</u></b> Liz Winter (CC) Maša Amatt (CAI)	<i>Has not met</i>
<b>Student Support Initiative:</b>		
Strategic Working Group on Access & Participation	Matthew Mellor (PEM)	<b>VR</b>
SSI Development Group	<b><u>Matthew Moss (HO)</u></b> Deborah Loveluck (CTH) Sam Venn (DAR) Nicola Jones (F) Liz Winter (CC) Lorraine Headen (K) Shell Stretch (TH)	<i>Has not met</i>
SSI Comms Group	<b><u>Matthew Moss (HO)</u></b> Sian Cook (W)	<i>Has not met</i>
SSI Financial Strategy Group	Saskia Murk Jansen (PET)	<i>Has not met</i>

Verbal reports were given as follows:

#### Colleges' Standing Committee

- a) The meeting held on 6 October 2020 (minutes not yet available) focussed on Colleges' ongoing responses to COVID-19 and the recent implementation of the asymptomatic testing programme.
- b) It also discussed the ongoing work of the Working Group on Size and Shape of the University.
- c) The work of the Committee on Benefactions, External and Legal Affairs (CBELA) was noted as an important matter for intercollegiate discussion at the principal intercollegiate committees. Members were asked to discuss their due diligence policies on gifts with their Heads of House prior to discussions at principal intercollegiate committees on CBELA guidance as soon as possible.

#### Cambridge in America Board

- d) The Board met in June 2020 (minutes not yet available) and had focussed on the immediate impact of COVID-19 on fundraising.

#### Alumni Advisory Board

- e) The Board met in July 2020 (minutes not yet available).

#### Postgraduate Admissions Committee Funding Sub-Committee

- f) The Sub-Committee had met in the Long Vacation and would meet again next week.

#### Strategic Working Group on Access & Participation

- g) The meeting held on 6 October 2020 (minutes not yet available) focussed on matters reported in minute CS.20.2b above on the Harding Challenge.

### **CLOSING MATTERS**

#### **CDDC.20.13    Training session on running campaigns**

Rachelle Stretch (TH) drew attention to a session next week. She further noted that CUDAR were planning to migrate the "Advancement" intranet onto SharePoint going forward.

#### **CDDC.20.14    Amicus**

Corinne Lloyd (M) raised concerns about the difficulties in extracting information from Amicus, partly due to records not include RE numbers/identification and the infrequency in which her staff used Amicus. It was noted that reporting from Amicus was under review, and that it was important that all College had members of staff trained in using Amicus.

#### **CDDC.20.15    Dates of future meetings**

The dates of remaining meetings in 2020-21 are set out below, notwithstanding the high likelihood that meetings would continue to take place by teleconference for this academic year:

Wednesday 10 February 2021	Lucy Cavendish College
Wednesday 19 May 2021	Magdalene College

2020-10-07 CDDC minutes

Dr M Russell  
8 October 2020

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)**

Minutes of a meeting of the College Development Directors' Committee via Zoom  
at 2.00 p.m. on Wednesday 10 February 2021

The meeting was chaired by Fran Malarée (CHU); the Secretary was Rachelle Stretch (TH) and the minute secretary was Matthew Russell (OIS)

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

<b>Christ's</b>	Catherine Twilley	<b>Magdalene</b>	Corinne Lloyd
<b>Churchill</b>	Fran Malarée	<b>Murray Edwards</b>	Fiona Duffy
<b>Clare</b>	Danielle Melling	<b>Newnham</b>	Sarah Carthew
<b>Clare Hall</b>		<b>Pembroke</b>	Matthew Mellor
<b>Corpus Christi</b>		<b>Peterhouse</b>	Saskia Murk Jansen
<b>Darwin</b>	Samuel Venn	<b>Queens'</b>	Rowan Kitt
<b>Downing</b>		<b>Robinson</b>	
<b>Emmanuel</b>	Sarah Bendall	<b>St. Catharine's</b>	
<b>Fitzwilliam</b>		<b>St. Edmund's</b>	Kate Glennie
<b>Girton</b>	Deborah Easlick	<b>St John's</b>	
<b>Gonville &amp; Caius</b>	Maša Amatt	<b>Selwyn</b>	Mike Nicholson
<b>Homerton</b>	Matthew Moss	<b>Sidney Sussex</b>	Jillaine Seymour
<b>Hughes Hall</b>		<b>Trinity</b>	Jo Raines*
<b>Jesus</b>		<b>Trinity Hall</b>	Rachelle Stretch
<b>King's</b>		<b>Wolfson</b>	Sian Cook
<b>Lucy Cavendish</b>	Jo Ryan		

<b>University</b>	Aaron Westfall
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*Those names marked with an asterisk (\*) attended as a substitute for their respective Development Director.*

There were no declarations of interest.

**CDDC.20.16 Welcome**

Danielle Melling was welcomed to her first meeting as interim Development Director at Clare College. The Committee noted and congratulated Bill O'Hearn on his move to Trinity College.

**UNIVERSITY AND COLLEGES SHARED STRATEGIC INITIATIVES**

*Aaron Westfall, CUDAR, attended for this part of the meeting.*

**CDDC.20.17 Termly briefing from CUDAR**

In response to feedback from members and discussions with CUDAR, the Committee had agreed to trial a new approach to CUDAR briefings. The first of these was received for information and discussion:



In the subsequent discussion, and with reference to the briefing paper, the following points were noted:

- i) Campaign achievements:
  - a. Projected figures for the current year were expected to be in the order of £110-120M;
  - b. Fundraising towards the University's overall campaign total remained ahead of schedule, with 18 months to go. To date, nearly £1.9B had been raised and it was anticipated that the target of £2B would be reached early in 2022;
- ii) Current major initiatives: focused on plans to build two major hospitals in Cambridge. Plans were still being formulated but an update on progress was provided:
  - a. Children's hospital: a fundraising framework was currently being agreed between the University and its fundraising partners,
  - b. Specialist cancer hospital: early approval had been agreed for a fundraising framework between the University and its partners.
- iii) A global health initiative was being proposed in response to the COVID-19 pandemic: should this be approved, fundraising support would be led by Steve Baker;
- iv) Events: those listed in the briefing would all be held online;
- v) Training opportunities: College staff were invited to enrol on the Major Gift learning series, and dates for the Annual Development Conference would be circulated shortly.

**In response to requests from the Committee, Aaron Westfall agreed to:**

- **review how, in the current circumstances, CUDAR could provide information regarding events booking, including contact details and how to access information on individual events;**
- **clarify who would be leading the Cambridge Conversations session on the Student Support Initiative;**
- **provide a list of updated contact details of CUDAR staff.**

The Committee noted a number of cumulative challenges which had arisen since the onset of the pandemic – like staff in College Development Offices, CUDAR staff were still working remotely, presented in some cases concerns about their mental health, needed to adjust expectations as a result of staffing shortages due to furlough. The resulting pressures on meeting fundraising targets and the prospect of a potential drop in donors or delays in gift pipelines were noted. The Committee recognised the benefits that that could be gained from greater collaboration between CUDAR and the Colleges.

*Aaron Westfall left the meeting at this point.*

**In relation to shared concerns about donor pipelines, Corinne Lloyd (M) agreed to convene a meeting of interested Development Directors.**

#### **CDDC.20.18 Reform of the Cambridge Bursary Scheme (CBS2)**

The Committee received a proposal to implement a reform of the Cambridge Bursary Scheme in 2021-22:

Paper 2      Proposal: Reform of the Cambridge Bursary Scheme

It noted that these and other papers setting out the proposed funding mechanism had been circulated to Colleges on 3 February 2021 for consideration by governing bodies before 30 April 2021, and that two information sessions for College officers had been arranged.

**Development Directors were encouraged to attend the remaining information session on Friday 12 February 2021:** those that had attended the first noted that it was informative on both the CBS2 proposals, and the Harding Challenge and its funding allocation mechanism.

More widely, and in relation to the Student Support Initiative in the round, the Committee noted the potential for confusion arising from the number of current fundraising initiatives. **The Chair agreed to raise this at the forthcoming SSIDG meeting and request a bullet point information sheet to assist Development Directors.**

**The Chair further agreed to ask CUDAR to host termly information sessions on fundraising initiatives (including sport).**

#### **CDDC.20.19     Joint Committee on Development (7 October 2020, minute CDDC.20.6)**

The Chair reported that she had been working with the Chair of the Colleges' Committee to review the JCD's constitution, and other outstanding elements, in preparation for a wider meeting with the University and CUDAR.

A list of suggested initiatives for consideration by the JCD was currently being prepared and the Chair of the Colleges' Committee would be taking the lead to resolve the current impasse with the University. She further noted that progress was further challenged by a lack of clarity of servicing support for the Joint Committee.

**The Chair agreed to provide a further update on progress in due course.**

### **MATTERS ARISING**

#### **CDDC.20.20     Minutes of the last meeting**

The minutes of the meeting held on 7 October 2020 were approved as a true record.

#### **CDDC.20.21     Actions list**

The Committee received the current actions list:

Paper 3     Current actions list (8 October 2020)

It noted:

- a) 6 Feb 2020, minute 11: Deborah Loveluck was not in attendance at the meeting to provide an update, but the Committee noted that the CUDAR advancement site (at [https://universityofcambridgecloud.sharepoint.com/sites/UDU\\_Advancement](https://universityofcambridgecloud.sharepoint.com/sites/UDU_Advancement)) might be a useful interim solution for sharing information on travel plans;
- b) 6 Feb 2021, minute 11: investigations into senior management training were ongoing;
- c) 7 Oct 2020, minute 2b: the CUDAR/SSI meeting had taken place, a FAQ was required and this matter had been referred to the SSIDG;
- d) 7 Oct 2020, minute 5: a meeting had taken place and no further action was required;
- e) 7 Oct 2020, minute 7: this action is noted in minute CDDC.20.23 below, no further action was required;
- f) 7 Oct 2020, minute 8: this action is noted in item CDDC.20.26 below;

- g) 7 Oct 2020, minute 9: this action is noted in item CDDC.20.28 below, no further action was required;
- h) 7 Oct 2020, minute 12c: **to date only 9 replies had been received regarding gift acceptance/due diligence and** Colleges were urged to submit outstanding responses in order for a detailed action plan to be formulated (Fiona Duffy agreed to liaise in this regard);
- i) 15 May 2019, minute 2c, 5-4: this action is noted in item CDDC.20.27 below.

## **PRINCIPAL ITEMS OF BUSINESS**

### **CDDC.20.22 Working Group on Collaboration (7 October 2020, minute CDDC.20.5)**

The Chair provided an update on developments since the last meeting:

- A constructive meeting of the Working Group had been held recently: although CUDAR currently do not have availability for streamlining processes, it provided a forum for the discussion of strategic items and opportunities for collaboration;
- Discussions had been held with Georgina Cannon regarding models for joint gift ideas: although planning was still at an early stage, further detail would be circulated as soon as possible;
- Meetings were scheduled to take place every 6-8 weeks to ensure open and continuing dialogue.

### **CDDC.20.23 Future Governance of CDDC (7 October 2020, minute CDDC.20.7)**

The Chair reported that an informal meeting of Development Directors had considered whether it wished to progress plans for the CDDC to become a principal intercollegiate committee. She reported that the responses had not been sufficient to take forward any firm proposals at this time, and that it had instead been agreed that the reform of the JCD should be the main priority of the Committee: plans for changes to future governance of CDDC could be revisited at a later date.

As part of ongoing discussions, the Committee also considered a proposal for a CUDAR representative to attend all of the meeting in future (notwithstanding retaining an option to discuss business without attendees being present). The Committee further discussed whether “attendees” should be expanded to include a Head of House, a Bursar and/or a Senior Tutor. The following points were made in the course of the discussion:

- having CUDAR representation at the whole meeting might facilitate greater collaboration and allow the University to understand how Colleges function and the particular needs and challenges they face;
- conversely, concern was raised that CUDAR attendance might constrain conversation and possibly work against the productivity of the Working Group on Collaboration;
- should a CUDAR representative attend, the Committee would want to include a section to discuss confidential and sensitive business outside of their presence;
- Matthew Russell noted that other intercollegiate committees which have representatives in attendance discuss such reserved business rarely, and the representatives often only attended when items of particular interest were to be discussed. To assist in the decision-making process, he suggested Development Directors may wish to review past minutes to reflect on which items might have been discussed under “reserved business”;
- informal meetings (held outside of the formally-minuted structure) could retain their closed status to allow for such discussions in any event.

**Matthew Russell agreed to assist the Chair to scope the proposal further and canvass members' opinions on options for consideration.**

**CDDC.20.24 Proposed amendment to the Code of Practice on Fundraising (15 May 2019, minute CDDC 2c)**

The Committee noted that Colleges' Committee would be asked, on behalf of Colleges, to approve an amendment to the Code of Practice on Fundraising in response to plans drawn up in 2019 by the Joint Committee on Development but never formally executed:

Paper 4    Paper ICD(18)19  
Paper 5    JCD paper JCD.19.04

It noted that it had received and approved the proposal at the time of its development and had supported a formal amendment.

**CDDC.20.25 Student Support Initiative / Harding Challenge**

The Chair and representatives on the SSIDG gave an oral report on developments since the last meeting, noting the minutes of the SSIDG on 10 December 2020 had been circulated with the meeting papers.

Recent meetings had concentrated on new initiatives, including the "Get In" campaign. The Committee agreed that greater clarity should be sought from Andrew Paterson. It also noted an increase in the volume of new initiatives and **Development Directors were invited to submit requests for information on particular items via Rachelle Stretch.**

**The Committee agreed that due to the increased number of initiatives, it would be extremely helpful if SSI could publish succinct information on new initiatives and fundraising to aid understanding. The Chair agreed to raise this at the next meeting.**

**CDDC.20.26 Review of alumni management systems (was Raisers edge data issue and DPIA (7 October 2020, minute CDDC.20.8))**

Corinne Lloyd (M) reported that since the last meeting, discussions had been held with Development Directors and the Colleges' DPO had advised Data Protection Officers on compliance aspects.

Annual renewals for Raisers Edge were currently underway and although it would be difficult to negotiate as a group (due to different service requirements) Colleges may wish to use this opportunity share experiences to negotiate individual discounts. Although the report of the ICO into the matter was awaited, Matthew Russell drew attention to the potential security risk of Blackbaud's cloud storage and noted that Colleges may wish to review their data storage provision before renewing. Colleges should undertake a Data Protection Impact Assessment to assess risk. The Chair drew attention to a forthcoming webinar on security being hosted by Blackbaud.

**Corinne Lloyd offered to convene a meeting of interested Development Directors to discuss their individual investigations into alternative providers.**

#### **CDDC.20.27    Development staff training and retention (15 May 2019, minute CDDC 2c)**

The Committee received a report from Sian Cook (W) and Bill O’Hearn (T) exploring ideas for a consultation exercise to conduct an audit of College recruitment and retention using the services of professional consultants.

##### Paper 6    Investing for Success Report

This would comprise a significant collaborative project of mutual benefit to collegiate Cambridge and funding would need to be secured at an early stage. Projected costs were anticipated to be in the region of £20-30K but a tender document would be circulated to specialist consultants to obtain quotations. Funding might be secured via an application for a time-limited intercollegiate levy or from the Development Programme Accelerator Fund (DPAF). Maša Amatt noted that the DPAF Committee would be considering how to wind up the Fund at their next meeting and although funding would not be guaranteed, an application should be made to the May 2021 meeting, outwith a formal call for grants.

With the consent of participating Colleges, and within strict parameters, the ADQ might be used to inform the research. Bearing in mind the potential for risk aversion arising from the Blackbaud incident, Sam Venn noted data could be anonymised or adjusted to remove sensitive information.

**To advance the project further the following actions were agreed:**

- **Sarah Cook and Bill O’Hearn to scope out the proposals to create a tender document;**
- **all funding options should be explored, including:**
  - **Sian Cook to work with Matthew Russell to produce a levy application for time-limited funding in 2021-22;**
  - **an application to be submitted to the DPAF Committee of Management.**

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

#### **CDDC.20.28    CDDC Budget**

Jillaine Seymour (SID) noted the levy submission for 2021-22 funding was ready for approval by the CCDG Executive for submission to the Levies Panel.

#### **CDDC.20.29    Training**

Kate Glennie (ED, Vice Chair, Training) gave an oral report on progress to date, including planning for the Annual Development Conference which would be held between 17-28 May – **Development Directors were invited to submit ideas and suggestions of items for consideration.**

Matthew Russell reminded the Committee that the DPAF Committee had asked recipient Colleges to produce a poster to share “lessons learnt” from their project and this would provide an ideal opportunity for Development Directors to share those posters in a conference session.

#### **CDDC.20.30    Annual Development Questionnaire**

The draft Annual Development Questionnaire had been presented at the Annual General Meeting of CCDG. Sam Venn (DAR, ADQ Officer) offered to provide individual slides on request.

## **CDDC.20.31    Reports from Committees not discussed elsewhere on the Agenda**

The Committee received the minutes of meetings listed below (available in a separate folder at <https://www.colleges.cam.ac.uk/committees/cfolders.aspx?m=1479>). Representatives on these committees gave brief comments on matters to note or take action, where they were not otherwise on the meeting agenda.

<b>Committee or Working Group</b>	<b>Lead DD representative</b>	<b>Minutes (M) or report (R)</b>
Colleges' Standing Committee	Fran Malarée (CHU)	<b>17 November 2020 (M)</b> <b>26 January 2021 (M)</b>
Joint Committee on Development	Fran Malarée (CHU)	Had not met
JCD Working Group on Fundraising & Data Regulation	TBC	Had not met
JCD Sub-Ctte on Sports Fundraising	TBC	Had not met
Campaign Advisory Group	Fran Malaree	Had not met
Campaign Board	Fran Malaree	
Cambridge in America Board	Fran Malaree	
Cambridge in America Advisory Group	Fran Malarée (CHU) Rachelle Stretch (TH)	Had not met
Alumni Advisory Board	Kate Glennie (ED)	
Postgraduate Admissions Committee Funding Sub-Committee	Kate Glennie (ED)	
DPAF	Maša Amatt (CAI)	<b>16 November 2020 (M)</b>
Strategic Working Group on Access & Participation (renamed as <i>Student Support Initiative Steering Group (SSISG)</i> ).	Matthew Mellor (PEM)	<b>1 December 2020 (M)</b>
SSI Development Group	<b>Matthew Moss (HO)</b> Lorraine Headen (K) Deborah Loveluck (CTH) Fran Malarée (CHU) Bill O'Hearn (T) Rachelle Stretch (TH) Sam Venn (DAR)	<b>10 December 2020 (M)</b>
SSI Comms Group	Matthew Moss (HO) Sian Cook (W)	Had not met
SSI Financial Strategy Group	Saskia Murk Jansen (PET)	Had not met

Verbal reports were also given as follows:

### Campaign Board

- a) The Chair reported that the Campaign Board was due to meet the following week and would be receiving the informal survey responses. Sam Venn (DAR) would provide the fundraising figures and report on increasing donor numbers.

### Cambridge in America Board

- b) The Board met on 3 December 2020 (minutes not yet available) and were due to meet in Cambridge (restrictions permitting) on 10 and 11 June 2021.

### Alumni Advisory Board

- c) The Board met in on 3 and 5 February 2021 (minutes not yet available).

### Postgraduate Admissions Committee Funding Sub-Committee

- d) The Sub-Committee had met on 21 January 2021 and the minutes would be circulated when available.

## **CLOSING MATTERS**

### **CDDC.20.32 Dates of future meetings**

Dates for 2020/21 are set out below. Meetings will be held at 2.00 pm.

Wednesday 19 May 2021

Suggested dates for 2021/2022 are set out below. Meetings will be held at 2.00 pm.

Wednesday, 3 November 2021

Wednesday, 9 February 2022

Wednesday, 18 May 2022

2020-02-10 CDDC minutes

Dr M Russell  
12 February 2021

**COLLEGE DEVELOPMENT DIRECTORS' COMMITTEE (CDDC)**

Minutes of a meeting of the College Development Directors' Committee via Zoom  
at 9.15 p.m. on Friday 19 May 2021

The meeting was chaired by Fran Malarée (CHU): the Secretary was Rachelle Stretch (TH) and the minute secretary was Matthew Russell (OIS).

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

Christ's		Magdalene	Corinne Lloyd
Churchill	Fran Malarée	Murray Edwards	
Clare	Danielle Melling	Newnham	Sarah Carthew
Clare Hall		Pembroke	Matthew Mellor
Corpus Christi	Rachel Lawson	Peterhouse	Saskia Murk Jansen
Darwin		Queens'	
Downing	Jo Finnie Jones	Robinson	
Emmanuel	Sarah Bendall	St. Catharine's	Deborah Loveluck
Fitzwilliam		St. Edmund's	Kate Glennie
Girton	Deborah Easlick	St John's	
Gonville & Caius	Maša Amatt	Selwyn	Mike Nicholson
Homerton		Sidney Sussex	Jillaine Seymour
Hughes Hall		Trinity	Bill O'Hearn
Jesus	Emily Williams	Trinity Hall	Rachelle Stretch
King's	Lorraine Headen	Wolfson	Sian Cook
Lucy Cavendish	Jo Ryan		

University	Aaron Westfall, Amy Trotter, Glen Whitehead
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Those names marked with an asterisk (\*) attended as a substitute for their respective Development Director.

There were no declarations of interest.

**UNIVERSITY AND COLLEGES SHARED STRATEGIC INITIATIVES**

*Aaron Westfall, Amy Trotter, Glen Whitehead (CUDAR) attended for this part of the meeting.*

**CDDC.20.33 Termly briefing from CUDAR**

The Committee received for information the termly CUDAR briefing:

Paper 1 CUDAR

CUDAR representatives drew attention to:

- a) the good progress of the planned recruitment (including 15 additional fundraisers). Attention was drawn particularly to the recruitment of Liz Warr (Director, Advancement Communications & Engagement) and the search for a new Director of Development for CUHP.
- b) discussions were ongoing about the future of the Joint Committee on Development.
- c) a new General Board institution, the Centre for Music Performance, was to be established and will act as a focal point for the Cambridge University Music Society and other initiatives.



- d) CUDAR were working with the reformed and united Cambridge University Boat Club. It was clarified that it was a separate institution to the University, but that there was a Memorandum of Understanding and personal data sharing agreement in place. CUBC wanted to raise £20M for an endowment (it was not clear whether this was intended to include their regular giving strategy, or whether that was in addition to this fundraising aspiration). It was as yet undetermined about whether CUBC would be using Amicus. Committee members noted that the engagement and activity of CUBC fundraisers with Colleges was a matter to be kept under close review.

#### **CDDC.20.34 Priority Prospect discussions with CUDAR**

Amy Trotter (CUDAR) presented a paper arising from discussions with Fiona Duffy (MUR) about a pilot programme to reform CUDAR and College engagement about top priority prospects:

##### Paper 2 College Prospect Review Meetings – Interim Proposal

In the course of the discussion, it was noted:

- a) the proposal had arisen through the work of the Working Group on Collaboration and had taken into account feedback on previous systems of prospect reviews.
- b) a short-term pilot until October 2021 was proposed, consisting of 15 Colleges, to test these alternative proposal: the feedback from the proposals would inform final proposals for use from January 2022.
- c) the pilot was not intended to restrict or prevent participating or non-participating Colleges from discussing prospects with CUDAR in the meantime, or to be viewed as the only mode of CUDAR-College interaction.
- d) a key aim of the pilot is to develop meetings that both parties feel are productive and valuable.
- e) the administration for the pilot would be provided by CUDAR, who will assess the resource implications of any future system as part of the exercise.
- f) CUDAR was unlikely to include specifically prospects identified and managed by Cambridge in America (CAm), but Colleges would be able to include these in their lists of prospects to discuss. Amy Trotter noted the concerns raised about data synchronisation between CUDAR (Amicus) and CAm and agreed to follow that up.

**The Committee agreed that the pilot programme was a sensible direction of travel and looked forward to its outcomes in due course.**

The CUDAR representatives left after this discussion.

Some members of the Committee, once CUDAR representatives had left the meeting, noted concerns about the methodology that CUDAR prospect researchers used to identify joint prospects as defined under the Code of Practice. They raised issues about both a lack of transparency and an inconsistency of their application, and reported instances where College views about the accuracy of the assessment were not accepted by CUDAR, and that there appeared to be instances where attendance at a University event led to prospective donors being considered as self-selecting to be a joint prospect.

#### **CDDC.20.35 Reform of the Cambridge Bursary Scheme (CBS2)**

The Committee noted following the recent consultation, all College governing bodies had agreed to support the introduction of the proposed bursary scheme for the 2021-22 academic year. Matters relating to the public announcement of the reform were being addressed by the SSISG.

**CDDC.20.36 Joint Committee on Development (10 February 2021, minute CDDC.20.19)**

The Committee received for information an update on progress towards the review and reform of the Joint Committee on Development (JCD):

Paper 3      Notes on the Joint Committee for Development

In the course of the discussion, it was noted:

- a) the matter had been discussed at an informal meeting of Development Directors on 7 May 2021, which had informed the update report.
- b) in spite of some initial reluctance to meet, senior representatives of CUDAR had now agreed a date for a meeting of the JCD to proceed later this Term.
- c) relevant examples of strategic matters that the JCD could have engaged with, or could engage with in future, included:
  - i) the development of CBELA guidance and the use of these by Colleges.
  - ii) the launch and governance of the Student Support Initiative.
  - iii) requests for information from the Campaign Board and their interpretation.
  - iv) the launch and fundraising strategy for Cambridge Zero.
  - v) the prioritisation of work for the new Working Group on Collaboration.
  - vi) addressing the increasing number of concerns about the “effectiveness” of the current Code of Practice on Fundraising.
  - vii) concerns about the lack of integration of CUDAR communications and briefings on joint fundraising initiatives (see minute CDDC.20.38 below).
- d) JCD could be a useful forum for the early consultation on issues (and not be used for the late consultation on formulated proposals).
- e) any reformed ordinances should make it clear who reports to the JCD, who the JCD itself reports to, and what decision-making powers it has.

### **MATTERS ARISING**

**CDDC.20.37 Minutes of the last meeting**

The minutes of the meeting held on 10 February 2021 were approved as a true record.

**CDDC.20.38 Actions list**

The Committee received the current actions list:

Paper 4      Current actions list (10 May 2021)

It noted:

- a) 12 Feb 2021, minute 18: CUDAR had expressed reluctance to organise and host information sessions and briefings on fundraising initiatives, which now gave rise to concerns from the Committee about the extent to which their communications were disjointed, which must surely affect other fundraisers across the Collegiate University. **The Committee agreed to refer this to the JCD.**
- b) 12 Feb 2021, minute 23: a survey on external attendees at CDDC had yet to be taken forward.
- c) 12 Feb 2021, minute 25: this action had been completed, and attention was drawn to a planned Sharepoint site for all Student Support Initiative matters.
- d) 6 Feb 2021, minute 11: investigations into senior management training were ongoing;
- e) 9 October 2019, minute 1: the work to review gift acceptance policies was ongoing, but hindered by Colleges not providing Fiona Duffy (MUR) with the relevant information.

## **PRINCIPAL ITEMS OF BUSINESS**

### **CDDC.20.39 Working Group on Collaboration (10 February 2021, minute CDDC.20.22)**

The Chair reported that the members of the Working Group on Collaboration agreed that this continued to be a constructive operational group and was progressing matters on a number of fronts, including:

- the progression of an SSI SharePoint site.
- discussions on campaign outcomes and reporting.
- management and scope of joint gift opportunities.
- the facility for sharing information, such as College events and travel plans, on the Advancement SharePoint site -  
(see [https://universityofcambridgecloud.sharepoint.com/sites/UDU\\_Advancement](https://universityofcambridgecloud.sharepoint.com/sites/UDU_Advancement))
- the development of a pilot programme for priority prospect reviews.

**The Committee agreed that the concerns about the methodology of assessing prospects and the reform of the Code of Practice should be added to the agenda of the Working Group on Collaboration. It also agreed it would be helpful for the Committee to receive notes of the meetings as a matter of record.**

### **CDDC.20.40 Student Support Initiative / Harding Challenge**

The Chair and representatives on the SSIDG reported on developments since the last meeting, including:

- a) drawing attention to a SSI SharePoint site currently under development, and which will include material for the “Get In” initiative.
- b) the Office of External Affairs and Communications was discussing the communication plan relating to the launch of CBS2. **The Committee noted it would be important for Development Directors to be advised of the plan.**
- c) the third year of the Harding Challenge would retain the current eligibility criteria.
- d) there would be some announcements soon about a number of additional Cambridge scholarships.

In its wider discussion, some members of the Committee raised concerns that they remained uncomfortable about the structure of the Harding Intercollegiate Fund and its dispersal to Colleges, and that the views of Development Directors were not fully taken into account in its development.

### **CDDC.20.41 Gift Opportunities**

Matthew Mellor (PEM) updated the Committee on the development of a presentation for a forthcoming meeting of the Campaign Board relating to joint University-College gift opportunities, which he had devised in conjunction with Georgina Cannon (CUDAR). He noted that the work involved a number of streams, including the development of models for funding joint academic posts, ways to simplify the mechanics of giving to multiple parts of the Collegiate University, and the possible development of metrics in this area.

(A proposed paper for this item was withdrawn (Paper 5)).

### **CDDC.20.42 Recruitment and Retention Project**

The Committee received for information:

- |         |   |
|---------|---|
| Paper 6 | Outline of the proposed consultancy project             |
| Paper 7 | Minutes of the DPAF Committee of Management, 7 May 2021 |



The Committee warmly thanked those that contributed to the development of the proposal, and Sian Cook (W) in particular. It noted and accepted the conditions requested by the DPAF Committee of Management and **agreed the next step was for a small group to finalise the proposal for tender**. It was noted that Sian Cook (W) would work with Rachel Lawson (CC), Corinne Lloyd (M) and Emily Williams (JE) on the proposal.

As an aside, the Committee noted that the proposal had also been considered by the Levies Panel as a time-limited intercollegiate spending project: its initial consideration of the request was not uniformly positive, and in the light of the DPAF grant being proposed was unlikely now to be considered further.

## **OTHER ITEMS OF BUSINESS**

### **CDDC.20.43 Singapore donations and their charitable status**

Deborah Easlick (G) outlined a scheme to accept charitable donations from Singapore in a tax-efficient manner:

Paper 8 Singapore donations and their charitable status

She noted the formal infrastructure was now in place and would convene a meeting of interested Development Directors. She further noted her Bursar (Jimmy Anderson) would present the proposals to other Bursars at an appropriate juncture.

### **CDDC.20.44 Training**

Kate Glennie (ED, Vice Chair, Training) drew attention to the Annual Development Conference that was starting later today. She further noted she was discussing with Erin Hall-Westfall (CUDAR) how best to co-ordinate the induction of new starters.

### **CDDC.20.45 Reports from Committees not discussed elsewhere on the Agenda**

The Committee received the minutes of meetings listed below as a digest:

Paper 9 Digest of minutes and reports noted below

<b>Committee or Working Group</b>	<b>Lead DD representative</b>	<b>Minutes (M) or report (R)</b>
Colleges' Standing Committee	Fran Malarée (CHU)	<b>9 March 2021 (M)</b> <b>27 April 2021 (M)</b>
Joint Committee on Development	Fran Malarée (CHU)	Has not met
JCD Working Group on Fundraising & Data Regulation	TBC	Has not met
JCD Sub-Ctte on Sports Fundraising	TBC	Has not met
Campaign Advisory Group	Fran Malaree	Has not met
Campaign Board	Fran Malaree	<i>verbal report</i>
Cambridge in America Board	Fran Malaree	
Cambridge in America Advisory Group	Fran Malarée (CHU) Rachelle Stretch (TH)	Has not met
Alumni Advisory Board	Kate Glennie (ED)	<b>3 and 5 February 2021 (M)</b>
Postgraduate Admissions Committee Funding Sub-Committee	Kate Glennie (ED)	<b>21 January 2021 (M)</b>
DPAF	Maša Amatt (CAI)	<b>7 May 2021 (M)</b>
Student Support Initiative Steering Group	Matthew Mellor (PEM)	<b>5 March 2021 (M)</b>

Committee or Working Group	Lead DD representative	Minutes (M) or report (R)
SSI Development Group	Matthew Moss (HO) Deborah Loveluck (CTH) Sam Venn (DAR) Bill O’Hearn (T) Lorraine Headen (K) Shell Stretch (TH)	<b>26 February 2021 (M)</b>
SSI Comms Group	Matthew Moss (HO) Sian Cook (W)	

### **CLOSING MATTERS**

#### **CDDC.20.46 Call for volunteer for Treasurer of the Cambridge Colleges Development Group (CCDG)**

The Chair drew attention to the need for a Development Director to take on the role of Treasurer, replacing Jilliane Seymour (SID). Jilliane was warmly thanked for her many years of dedicated service in the role.

#### **CDDC.20.47 Dates of future meetings**

Dates for 2021/2022 are set out below. Meetings will be held at 2.00 pm.

Wednesday, 3 November 2021

Wednesday, 9 February 2022

Wednesday, 18 May 2022

2021-05-19 CDDC minutes

Dr M Russell  
21 May 2021