

THE COUNCIL AND THE COLLEGES
JOINT COMMITTEE ON DEVELOPMENT (JCD)

Report from Ad Hoc Working Group on Clubs and Societies Fundraising Activity following
consultation with key stakeholders across the Collegiate University

Proposed Addendum to the Code of Practice for Collaborative Fundraising

Following deliberations since its first meeting in March 2017, the JCD Ad Hoc Working Group on Clubs and Societies Fundraising Activity proposes that the University and Colleges of Cambridge:

1. Develop and adopt a set of **overarching principles** to guide Collegiate Cambridge's support for the fundraising and alumni engagement activities of clubs and societies; and
2. Define and adopt an **operational model** and **rollout plan** for support of clubs and societies that is based on the ambition and capacity for fundraising and alumni engagement and enables effective deployment of finite resource.

It is proposed that this document serve as an Addendum to the Code of Practice for Collaborative Fundraising (2013), to be agreed by the Joint Committee on Development.

1. Guiding principles

The Collegiate University's approach to the support of clubs and societies in fundraising and alumni engagement activity will be guided by the following principles:

A. Clubs and societies should be supported and enabled to be 'fit for purpose'.

Collegiate Cambridge's clubs and societies constitute a significant part of the student experience and of the University and Colleges more generally, as the Collegiate University aims to promote sport and culture in a way that facilitates educational enrichment in its broadest sense. Sport and other social initiatives, usually expressed through student societies, form a key part of ensuring student health, well-being and participation in the 'Cambridge experience'; following on from this there is a growing appetite for broader engagement in collaborative fundraising with regard to outreach, student financial support and student welfare provision in order to ensure consistent and highest quality provision of service across Collegiate Cambridge for all students. Clubs and societies use the Cambridge brand to varying degrees, have financial need, and often compelling cases for support. It is in the collective interest of Collegiate Cambridge, therefore, to ensure that clubs and societies are enabled to be fit for purpose.

B. The interests and ambitions of the alumnus/a and prospective supporter should guide the engagement and fundraising approach of Collegiate Cambridge.

Fundraising efforts should respond to the interests of the donor and their capacity to make choices about which activities and causes they wish to support, without pre-judging or filtering the opportunities to be presented. Alumni engagement and fundraising approaches must therefore be guided by the demonstrated behaviour of alumni and friends in order to provide potential supporters with the full range of philanthropic opportunities.

Data from the University's alumni survey reveals that 3% of respondents identify most closely with a student club or society as opposed to a College/University/Department, illustrating a

clear affiliation in the case of a small (but significant) number of alumni. Additionally, 13% of respondents who self-identify as donors to the Collegiate University stated that “alumni gifts help support clubs and societies that make the Cambridge experience special”, reinforcing the view that numerous alumni believe that their former clubs and societies are worth supporting for the benefit of the broader Collegiate University.

Only those alumni who are members or former members of the club or society or who have self-identified as a supporter of that club or society will be engaged, in order to provide support in securing potential gifts in a professional and collaborative manner from a contained and clearly-defined group of prospects.

C. Efforts to engage and attract support for clubs and societies from alumni and friends should be collaborative in nature and coordinated in approach, to maximise potential success and ensure consistency in experience and standards of professionalism.

In order to facilitate the principle of donor-centricity, and to avoid a disjointed donor experience, collaboration is vital. This requires the coordination of activity across the Collegiate University to ensure that potential donors are not presented with overlapping appeals and that timescales are aligned for maximum benefit to all parties involved. In the context of fundraising, all University clubs and societies are currently outside of the scope of the Code of Practice on Collaborative Fundraising (and, indeed, formally outside of the responsibility of the University, with many clubs and societies being independent and autonomous unincorporated members’ associations). Historically, there has been no governance or formal oversight of fundraising activities undertaken by clubs and societies, and such unregulated and non-standardised alumni approaches (which are already occurring on a regular basis) risk the integrity of the Cambridge brand in addition to causing potential and actual disruption to existing donor relationships with the Colleges and the wider University.

While each University club and society will maintain its ability to manage its own fundraising and broad-based appeals, close collaboration and coordination is to be undertaken in particular with the Colleges with regard to shared prospect engagement and major gift fundraising activity. Records of activity will be managed and maintained by fundraising staff within Development and Alumni Relations, on behalf of clubs and societies, via Amicus in the same way as any other shared prospect activity; this will maximise opportunities to undertake collaborative and mutually beneficial engagement strategy.

In registering with the Junior Proctor or University Sports Service in order to benefit from University alumni relations and fundraising services, clubs and societies will be obliged to undertake all alumni engagement and fundraising activities in accordance with the code set out by the Fundraising Regulator; their data will adhere to the latest data protection regulations, including GDPR, RPEC and the University’s alumni privacy policy. As a result of this, the shared database will contain highly improved data which will be available to College colleagues and will facilitate higher levels of recognition and stewardship in an appropriate and consistent way, ensuring a better giving experience for alumni and increasing the chances of repeat giving to Collegiate Cambridge.

Clubs and societies are expected to adhere to this proposed Addendum to the Code of Practice for Collaborative Fundraising in order to effect over time a coordinated, professional experience for current and prospective supporters. Grievances against any clubs and societies deemed not to be adhering to the Addendum would be referred to the Sports Committee or Junior Proctor respectively, for consideration and resolution.

2. An operational model for support

With over 1,000 student clubs and societies at Cambridge, finite resources for their support, and concerns around 'opening the floodgates' for fundraising, the Working Group proposes the establishment of a formal model for support for University clubs and societies wishing to undertake significant alumni engagement and fundraising activity, in order to yield mutually beneficial results from a more collaborative, standardised and regulated approach.

Standard support proposal

The standard support offering for all registered University clubs and societies – which possess nominal financial need satisfied in the main through sporadic alumni engagement and regular giving – is outlined in **Appendix 1**.

Major gift support proposal

To maximise efficiency of resourcing and service provision, the University must focus on the small number of established, large-scale clubs and societies that are becoming increasingly professional in their alumni engagement and fundraising programming (examples of which are the Hawks' and Ospreys' Clubs, the Men's, Women's and Lightweight Boat Clubs, the Rugby Union Football Club and the Cambridge Union Society). Alumni possess a strong affinity for and lifelong affiliation to these clubs and societies, which often have strong cases for support and significant financial need. These clubs and societies may also already have dedicated professional resource and operational budget, a pre-existing standalone database of supporters, and the capacity to process gifts.

These clubs and societies will be supported by the efforts of a major gifts officer within Development and Alumni Relations, focussed on clubs and societies. S/he will liaise with Colleges – as with current major gift prospects under the Code of Practice – and will subsequently work with the club or society to develop their fundraising plan and case for support in a collaborative way that aims to ensure greater joined-up thinking across Collegiate Cambridge with mutually beneficial results. Thus, in the context of soliciting from potential donors – who will only be those who have self-identified as a supporter of a particular University club or society – it is required that all parties collaborate and communicate closely with Collegiate colleagues with regard to these prospects.

The threshold for major gift fundraising as articulated in the Code of Practice remains applicable in the context of fundraising on behalf of University clubs and societies. The Code of Practice states that Development and Alumni Relations "will not pursue prospective alumni donors with an individual giving capacity of six figures [and below] unless the individual has previously donated at this level to the University and/or has self-identified their interest in supporting the University."

As part of the support on offer, the club or society may benefit from various specialist services within Development and Alumni Relations such as prospect research, due diligence, settlement and gift services, fundraising policies, proposal development, training, recruitment, stewardship and recognition programming.

It is proposed that clubs and societies receiving major gift support share their alumni data with Development and Alumni Relations so that the relationship to their club/society can be added to Amicus; they will not become active users of Amicus and therefore will not be given access to any additional information on their members, or to any other alumni data. Clubs and societies will be granted access to their own data at a basic level (Name, College, Matriculation Year, and University ID). The only exception in terms of accessing Amicus would be made for

development and alumni relations professionals employed by a select few clubs or societies (such as the Hawks’); these clubs and societies would be subject to the same training and code of conduct as any other college or University user, as required by the Amicus User Policy, and would be granted access to their own data only.

While provision of standard University alumni engagement and fundraising support is to be extended to departmental clubs and societies, there will be no involvement in major gift activity independent of the existing School structure of funding provision.

In lieu of any constitutional change to establish an explicit memorandum of understanding between clubs and societies and the University, it is proposed that all clubs and societies are obliged to adhere to the terms of this addendum to the Code of Practice, to include the requirement of annual registration via the Junior Proctor or Sports Service.

Next steps

This Addendum to the Code of Practice will be circulated and its terms communicated to all representative bodies of the Collegiate University following its presentation to the JCD in June 2018.

It is proposed that the Working Group on Clubs and Societies Fundraising Activity reconvenes, at the discretion of the JCD, in June 2019 to articulate key findings from the first year of this initiative as well as to provide a recommendation for the way forward.

Appendices to Addendum

Appendix 1: Standard Support Services for all Registered University Clubs and Societies

Appendix 2: Amicus Access Policy

Appendix 1 for Addendum to Code of Practice for Collaborative Fundraising

Standard Support Services for all Registered University Clubs and Societies

It is our intention from January 2019 for all registered University clubs and societies to have access to an online suite of 'how-to' guides, templates and samples in order to facilitate professional and standardised alumni and member engagement and to support ongoing regular giving activity.

Resource centre for registered University clubs and societies

Timeline

May to September 2018

- Produce an initial range of how-to guides, templates and samples (e.g. how to write a newsletter, how to set up online giving)
- Establish and consult a Working Sub-Group consisting of Sports Service representatives and representatives of University clubs who wish to contribute in order to agree upon standard support services to prioritise

October 2018 to January 2019

- Agree roll-out of these resources with the above Working Sub-Group
- Pilot their use with a few University clubs and societies (selected according to demand)

January 2019

- Roll out how-to guides, templates and samples for all registered University clubs and societies to access online

Overview of online services for registered University clubs and societies

In addition to these services, from Lent term 2019 onwards we are aiming to pilot a new digital platform, modelled on the online services offered to Alumni Groups, to be extended to eligible registered University clubs and societies. Services within this offering could include online event registration and email communications, and will be validated by the Working Sub-Group having assessed their suitability.

A club or society representative may have access to an online platform through which they can select from a range of services and resources, which could include:

- *Access a range of how-to guides, templates and samples*
 - Development and Alumni Relations would publish a range of guides, templates and samples that encourage and enable clubs/societies to adopt good practice in alumni engagement and fundraising activity

- *Request an electronic mailing (e.g. newsletter or event invitation)*
 - Development and Alumni Relations would provide access to an electronic mailing tool with a standard template; review the mailing and provide a final copy; create a mailing list; schedule and send the mailing; forward user responses to the club/society; provide statistics on the mailing (such as opening rates)
 - The club/society would build an electronic mailing using the mailing tool and submit their requirements (preferred send date and target audience) for review; approve the final preview; handle user responses

- *Request a hard copy mailing (e.g. newsletter or event invitation)*
 - Development and Alumni Relations would provide a range of standard templates; provide an expected turnaround time; review the mailing; provide a quote for anticipated charges (for ink, paper, envelopes and postage); create a mailing list; schedule and send the mailing; process returns; invoice for charges
 - The club/society would request a hard copy mailing and submit content and requirements (such as preferred send date, target audience and paper spec) for review; approve the final preview; hand sign the mailing if required; settle the invoice

- *Request an online giving page on the Philanthropy website*
 - Development and Alumni Relations would review content, set up an online giving page and provide a web address; send automated electronic gift acknowledgements to donors; forward gifts and Gift Aid to the club/society
 - The club/society would request an online giving page and submit text, image and requirements (such as preferred turnaround time) for review

- *Request a standing order form template*
 - Development and Alumni Relations would issue the standing order form(s); process completed forms and send hard copy gift acknowledgments to donors; forward gifts and Gift Aid to the club/society
 - The club/society would request electronic and/or hard copies of the standing order form and requirements (such as preferred turnaround time) for review; complete a data sharing protocol form; circulate the standing order form to potential donors; request donor contact details for gift acknowledgment

- *Request data reconciliation and management for their alumni*

- *Request a meeting with the Alumni Engagement Coordinator to discuss services*

Appendix 2 for Addendum to Code of Practice for Collaborative Fundraising

Amicus Access Policy



The fundraising and alumni relations system
for Collegiate Cambridge

Access policy

06 April 2018

Status: v14

Owner: Barry Skingle, Head of Information Services, Development and Alumni relations

Version	Modified by	Change description
14.1	Barry Skingle	<p>More clarity on eligibility for access.</p> <p>More clarity on approval and authorisation of users and roles.</p> <p>More clarity on University users across institutions.</p> <p>Removal of licensing considerations (covered under <i>Migrating to Amicus</i>).</p> <p>Removal of authentication mechanism (not a policy issue).</p> <p>Removal of ROO and Cambridge Enterprise, as no current activity.</p> <p>Consistent use of Amicus component terminology.</p> <p>Removal of affiliated institutions, such as Gates Cambridge Trust, as no longer envisaged as Amicus users.</p> <p>Grouping of roles, introduction of roles for Alumni Lookup, Reporting Services and Online; renaming of Marketing to Supporter Relations; more precision on roles needed by migrated institutions.</p> <p>Removal of aspiration for multiple philanthropic relationships.</p> <p>Clarification that the existence of confidential philanthropic relationships may be inferred from information not present on duplicate contact records; clarification that contacts with duplicate contact records cannot be managed collaboratively as shared prospects.</p> <p>Removal of FAQ (not a policy issue).</p> <p>Wording streamlined, and clarity improved.</p>

AMICUS

14.2	Barry Skingle	<p>Removed reference to LSO review, as they have not seen this version.</p> <p>More clarity on Amicus access to University institutions, Alumni Groups, Clubs & Societies, and affiliated institutions.</p> <p>Decoupling of the fundraising role from exemptions from the <i>Code of Practice</i>.</p> <p>Removal of the Amicus Support url, which is authenticated.</p> <p>Removal of barcode scanning erroneously attributed to the Data Tools role.</p> <p>Removal of Gift Admin, Finance Admin, and Data Admin as roles with automatic access to all security groups.</p>
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1. Introduction

This document is for managers responsible for fundraising, alumni relations, and supporter relations across Collegiate Cambridge: it presents the policy for access to Amicus.

Please see the *Amicus documentation and policy framework* to understand how this document relates to other Amicus documents, including the *Amicus vision and scope*.

The Information Compliance Officer has reviewed this policy for legal compliance.

2. Eligibility for access

Access to Amicus is limited to:

- fundraising staff
- supporter relations staff
- staff providing assistance to fundraising or supporter relations
- staff supporting Amicus

Access to Amicus is provided to:

- Development and Alumni Relations
- Cambridge in America
- migrated Colleges
- non-migrated Colleges

Access to Amicus for University institutions is agreed on a case-by-case basis. The following institutions either have access to Amicus or are going through the process of gaining access:

- The Department of Earth Sciences, access on a trial basis
- The Fitzwilliam Museum, business analysis
- The University Library, business analysis
- Kettle’s Yard, business analysis
- Botanic Garden, business analysis



Access to Amicus is not provided for the time being to:

- Alumni Groups
- Clubs and Societies, pending conclusions of the JCD Ad-hoc Working Group on Clubs and Societies Fundraising Activities
- affiliated institutions

3. Approval of users and roles

Approval of Amicus users and roles (see §7) is provided by:

- the College Development Director for College users
- the Executive Director of Cambridge in America (CAm) for CAm users
- the Director of Development or Chief Operating Officer at Development and Alumni Relations for other users

4. Training and authorisation

Before being authorised for access to Amicus each approved user must:

- successfully complete on-line training for Data Protection (30 mins) and Access Policy (5 mins)
- successfully complete any required classroom training for assigned roles
- sign the *Amicus data protection and code of conduct agreement*

By signing the *Amicus data protection and code of conduct agreement* users agree to act in accordance with both data protection good practice and the [Code of Practice for a Collaborative Fundraising Model for Collegiate Cambridge](#) and acknowledge that breaching these agreements may lead to loss of access to Amicus. Removal of access to Amicus following breach of the user agreement is approved by the Chief Operating Officer at Development and Alumni Relations on recommendation by the Head of Information Services.

5. Shared prospects

Shared prospects in Amicus are high-potential contacts which Cambridge in America, the Colleges and the University agree to manage collaboratively, typically rated as able to give a seven-figure sum.

6. Access to Amicus contacts¹

University and Cambridge in America (CAm) users have read and edit access to all contacts. Cambridge in America works in close partnership with the University and its 31 Colleges to support the goals of Collegiate Cambridge through fundraising and alumni engagement. Collaboration is a key component of the *Code of Practice*, and the network for engagement expands across borders as a result of the interconnectedness of alumni, academics, shared prospects and donors and other affiliated contacts. As a part of this global network, CAm has donors and contacts who reside outside of North America and are oftentimes internationally

¹ §10 explains the impact when individuals exercise their right to erasure of their personal data.



mobile. Visibility of contacts is integral to our cooperative strategy for intra-office transparency and collaborative management of shared prospects.

Migrated College users have read and edit access to²:

- their College alumni
- their College donors
- shared prospects managed collaboratively by the College and the University (see §5)
- other individuals with whom the College has a direct relationship
- organisations (including trusts, foundations, and companies)

Non-migrated College users have³:

- read-only access to their College alumni
- read-only access to their College donors
- read and edit access to shared prospects managed collaboratively (see §5)

Users at non-migrated Colleges do not have access to alumni and donors who are confidential donors to the University, CAm or another College (see §8 for further details).

For every contact Amicus also provides visibility of known relations to other contacts. However, visibility of those contact records is provided in accordance with the criteria above. For example, a College user may see that an alumna has a spouse at another College but cannot click through to the contact record of the spouse unless the spouse meets one of the criteria above (the user can however use the Amicus Alumni Lookup to see the College of which the spouse is an alumnus).

7. Roles and permissions

Amicus provides a variety of roles to determine what permissions are provided to access and edit content in Amicus. We thereby aim to minimise actions that may:

- cause widespread disruption to users, for example by changing permissions, navigation, or look-up values
- prove problematic or onerous to undo, such as processing gifts, or creating multiple similar reports

Roles for migrated and non-migrated institutions		
Role	Description	Aimed at
Fundraising	Read only access to the Finance tab, with limited edit access. Read and edit access to the Contacts, CRM, Mailing, Events, Volunteers, and Membership tabs ³ .	<ul style="list-style-type: none">• fundraisers• users cultivating prospects• donor stewardship

² College users do not have access to alumni from other Colleges unless they fall into one of the categories below.

³ Edit access is limited to shared prospects for users from non-migrated Colleges.



	Read access to the Ratings tab.	
Supporter Relations	Read and edit access only to the Contacts, CRM, Mailing, Events, Volunteers, and Membership tabs.	<ul style="list-style-type: none"> • supporter-relations staff • staff providing marketing support to development offices
Reporting Services	Access to pre-defined reports	<ul style="list-style-type: none"> • staff providing reporting support to development offices
Alumni Lookup	Access to alumni details	<ul style="list-style-type: none"> • staff providing support to development offices
Additional roles for migrated institutions		
Role	Description	Aimed at
Prospect Admin	Edit access on the Ratings tab to wealth ratings, prospect manager assignment, and shared prospect group management.	<ul style="list-style-type: none"> • Prospect Information and Analysis team, College Relations, CAm Research, and nominated users at migrated Colleges.
Data Tools	Edit access to the Data Tools tab, to enable importing and auditing.	<ul style="list-style-type: none"> • Amicus technology team • users who regularly upload mass datasets
Report Admin	Ability to create new report export formats.	<ul style="list-style-type: none"> • technical report writing staff • users who produce new reports
Gift Admin	Edit access to the Finance tab, not including edit access to destination and source codes or access to run Gift Aid claims.	<ul style="list-style-type: none"> • gift administrators • prospect information administrators • settlement administrators
Finance Admin	Edit access to the Finance tab, including edit access to destination and source codes and access to run Gift Aid claims.	<ul style="list-style-type: none"> • finance managers • senior gift administrators
Data Admin	Restricted edit access to the Admin tab to allow de-duping and merging of data records.	<ul style="list-style-type: none"> • data support staff
Online	Access to Amicus online.	<ul style="list-style-type: none"> • staff supporting events and mailings
Roles reserved to Amicus support		
Role	Description	Aimed at
User Admin	Edit access to user account section, to create and maintain user accounts.	<ul style="list-style-type: none"> • Amicus training and support team
System Admin	All the above roles plus edit access to the Admin tab, including creation and assignment of roles and security settings.	<ul style="list-style-type: none"> • Amicus technology team

Amicus users are assigned one or more of the above roles, in accordance with §2 and §3.



An audit trail records edits to specified data elements showing who made changes and when.

8. Anonymous donors and confidential relationships

Anonymity: where a gift or donor is marked as “anonymous” in Amicus this means that the donor does not want details to be published, and so anonymous gifts and donors are excluded from published donor lists.

Confidentiality: where we have a record of a donor’s requirement to have a confidential philanthropic relationship we restrict visibility to respect the donor’s wishes. We manage confidentiality as follows:

- Non-migrated Colleges do not have visibility in Amicus of any of their alumni or donors who have a confidential philanthropic relationship with a migrated institution (taking precedence over the access to College alumni and donors described in §6). College users can deduce the existence of the confidential relationship from the absence of the contact in their view of Amicus. For the handful of donors for whom it is not acceptable for their confidential relationship to be deducible we create and manage a duplicate contact record that is visible to the College (but see below).
- Where more than one migrated institution has a relationship with any contacts who have a confidential philanthropic relationship we create and manage duplicate contact records to preserve confidentiality⁴.

Duplicate contact records provide confidentiality for the details of philanthropic relationships. However, the existence of a philanthropic relationship may still in some cases be inferred from the absence of information in the philanthropic record, for example from membership of recognition groups.

Contacts with duplicate records to maintain confidentiality cannot be managed collaboratively as shared prospects, because each institution will update only the contact record which is visible.

Amicus support staff: note Amicus users who are assigned User Admin and System Admin roles, together with UIS technology support staff, necessarily have visibility of all contacts and philanthropic relationships, regardless of confidentiality.

9. Historical data provided “as is”

Historical information migrated from legacy systems is provided “as is”, and was not necessarily intended when written for a wider audience. Reported inaccuracies in current personal data are corrected when discovered or reported in accordance with the *Amicus data protection and code of conduct agreement*.

⁴ In future we plan to investigate whether we can replicate changes amongst duplicate contact records to avoid double-keying updates.



10. Data retention and erasure of personal data

Collegiate Cambridge aims to build a life-long relationship with alumni and supporters, and so generally personal data is stored indefinitely and kept up to date for the life-time of the contact unless a request is received from a contact for their data to be erased.

When a person exercises their right to erasure we do not delete personal data if the University, Cambridge in America, or any migrated College retains a legal basis for processing. Instead we remove visibility of that contact (and associated personal data) from users of migrated institutions where the right to erasure has been exercised, putting the personal data beyond use for alumni relations, supporter communications and fundraising.

For example:

- If a person exercises their right of erasure to a migrated institution then we remove visibility of the contact record and associated personal data from Amicus users from that migrated institution (except in the case of the University for Gift Admin, Finance Admin, Data Admin and System Admin roles, together with UIS technology support staff, who retain visibility, acting as a data processor for the data controllers with a legal basis for processing).
- If we are notified by non-migrated Colleges that a person has exercised their right to erasure we will remove visibility of the contact and associated personal data from users of the College.

If a person exercises their right to erasure from all data controllers with a legal basis for processing then the Amicus technology team erases the personal data (except for core contact and statutory data for statistical purposes and to avoid inadvertent re-contact, as set out in our data protection statement).