



UNIVERSITY OF
CAMBRIDGE

800 YEARS
1209 ~ 2009



Alumni Volunteer Handbook
2009–2010

Welcome

Our Mission

The University of Cambridge seeks to contribute to society through the pursuit of education, learning and research at the highest levels of excellence.

The University seeks mutually supportive life-long relationships with the global community of non-resident members who share its commitment to excellence and its core values of freedom of thought and expression and freedom from discrimination.

In order to develop and sustain these relationships the University has established the Cambridge Alumni Relations Office (CARO) with the following goals:

- To encourage relationships and build links between members of the University (and friends of the University) both individually and institutionally
- To ensure that alumni are well-informed about the development of the University and to foster in them a continuing commitment to the advancement, welfare and interests of the University
- To ensure that the wide range of alumni relations programmes are responsive to the evolving needs of alumni through each stage of their lives
- To facilitate the coordination of alumni relations activities within, and on behalf of, the collegiate University

The Relationship between Cambridge University and its Alumni Groups

Thank you for volunteering to help the Cambridge University Alumni Group Network.

The Groups are important points of contact for alumni around the world. They are essential for maintaining strong and dynamic links between the University and its alumni and are an essential element in maintaining the University's unique global profile.

We hope the Memorandum of Understanding below will help clarify the service CARO offers to Groups.

Memorandum of Understanding

The University will provide services such as publicising Groups on its website and in the *Alumni Worldwide Directory*, provide advice and support to both new and existing Groups from its offices at Quayside, and hold a regular event in Cambridge for Group representatives.

Alumni Groups will provide details of at least one key contact person, information to publicise the Group on the website and in the *Alumni Worldwide Directory* and a representative to attend Insider Day if possible (see page 6).

Alumni Groups wishing to use the University Crest and Title on their printed, electronic and promotional material should ensure they are used correctly as illustrated on page 14. Please contact CARO directly for electronic copies and full guidelines.

If an Alumni Group is unable to provide the above or willfully brings the University into disrepute through its actions then the University will cease to provide the services outlined.

Your Handbook

The hard work and enthusiasm of hundreds of volunteers has created a thriving network of Alumni Groups around the world. This handbook aims to provide tools and resources that you may need to set up, maintain or rejuvenate a local Alumni Group. If you already run a flourishing Group perhaps you could consider becoming a case study in future editions. We plan to update the handbook regularly so please do let us know if you think there are elements that can be added or improved.

The handbook is designed to work in conjunction with our website and of course the CARO team at Quayside. Please check our website, telephone us, or visit us in person if you would like to talk things through further. We are always keen to stay in touch. We hope that you will also make contact with many of the other Groups within the network in order to share the extensive international experience and innovative ideas that exist.

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"I consider organising the Austrian Alumni Group both an honour and a most enjoyable pastime which requires about 5-10 hours per month. One of the key success factors is to find a mix of events that your members enjoy attending. I am convinced that an Alumni Group should be a place where people who share a common experience can meet like-minded people and have – even in a "foreign country" – a community where they can feel at home."

Michael Milkowits, The Oxford and Cambridge Society of Austria

Cambridge Alumni Relations Office (CARO)

The Alumni Relations Team is based at Quayside, Bridge Street, Cambridge, and we welcome visits anytime from 9.00am to 5.30pm on weekdays. There are three teams:

The **Networks and Volunteers Team** (right) is responsible for developing contact with and providing the support for over 300 volunteer Alumni Groups throughout the world. They produce this handbook and are the first point of contact for any of the items mentioned within it.

The **Events Team** organises a wide-range of events for alumni throughout the UK, including amongst others, concerts in Cardiff, British Bombe demos at Bletchley Park, days out at the Imperial War Museum Duxford and a literary day at the British Library. The team is also responsible for delivering the annual Alumni Weekend; three days of tours, lectures and social occasions which take place in Cambridge during the last weekend of September. For further information please contact Jane Palmer, Acting Alumni Relations Events Manager (Jane.Palmer@foundation.cam.ac.uk/ +44 (0)1223 760149) or Rachel Kirkley, Alumni Relations Events Manager (currently on Maternity Leave) returning September 2009 (rmw46@cam.ac.uk).

The **Benefits and Communications Team** is responsible for managing alumni publications such as *CAM*, the *Alumni Weekend* brochure, and the *University of Cambridge Graduation Yearbook*, and for developing alumni communication through the regular e-bulletin and the website. They also oversee the provision and on-going review of alumni benefits such as the CAMCard and email for life. Please contact Morven Knowles, Alumni Relations Manager, Benefits and Communications (mk579@cam.ac.uk/ +44 (0)1223 760147).



Key Contacts



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Networks and Volunteers Team



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The Worldwide Alumni Network

1. The Worldwide Network

History

Cambridge University Alumni Relations began the moment the first alumnus graduated. The oldest formalised University wide Alumni Group of which we have a record is the Cambridge and Oxford Society, Tokyo which was formed in 1905.

However the founding of the Cambridge Society in 1976 and recruitment of a University Alumni Relations team in 1990 [i.e. as part of CUDO] have shaped the current University alumni network.

This year the Cambridge Society and the newly expanded and restructured University Alumni Relations Team (CARO) merged to form a single Alumni Relations office at Quayside next to Magdalene Bridge.

Alumni Data

There are currently 234,398 known alumni. We have contact details for 183,000. 74% are based in the UK and 26% live overseas. The three countries where the highest proportion of alumni live are USA (7.25%), Australia (2.01%), and Canada (1.9%).

Group Data

CARO currently has records of 331 regional Alumni Groups around the world. 44 of these are based in the UK and 185 overseas, including 47 in the USA, which are supported by our sister office, Cambridge in America (CAm). We also have records for 95 College Groups and nine Special Interest Groups. Please see the Useful Contacts section (page 16) for information on how to contact Cambridge in America.

2. The Role of Alumni Groups

You may have been running a Group for many years, be considering the possibility of beginning one or perhaps are wondering what the role of an Alumni Group Contact is in relationship to the new Cambridge Alumni Relations Office (CARO).

Alumni Group Contacts are essential ambassadors for the University and the University's aim to maintain a world leading alumni network. In all cases running a Group should be a positive experience and hopefully you will enjoy worthwhile personal benefits in terms of networking, socialising, maintaining lifelong learning and a strong link to everything that is Cambridge University.

We hope that you will see the tangible benefit that your work brings to the University, through outreach and leverage, to achieve its core mission.

As an Alumni Group Contact your role is:

- **To provide the opportunity for alumni to meet new people, have fun and continue their education. Alumni Groups organise a wide range of activities including formal dinners, speed dating, concerts, organising scholarships, charity work, trips, sporting events, lectures and lunches. Check the website and the Alumni Worldwide Directory to get a flavour of what other Groups are doing**
- **To liaise with CARO about how we can support your Group and if we are fulfilling the expectations of your local alumni**

Running a successful Group provides considerable benefits to the University and its alumni by:

- **Keeping alumni in your area informed about developments within the University**
- **Ensuring that alumni in your area continue to feel part of the University after they have graduated, and that their links with Cambridge are kept alive**
- **Helping sustain loyalty to the University amongst alumni in your area**
- **Encouraging potential students in your area to consider applying to Cambridge**
- **Creating positive awareness of the University among local non-alumni**

Groups are autonomous in how they are run – you need to find a system which works for you and is compatible with your Group's size, age-range, budget and local area. You can also choose the name of your Group.

Groups are responsible for their general administration, and if applicable, for appointing their own committees, for keeping their own membership lists, and for organising their own finances.

Services CARO Provides to Alumni Groups

Alongside acting as a general source of advice and expertise, CARO can provide a number of specific services for Alumni Groups. The list below is by no means exhaustive so please do get in touch with us if you have any queries or concerns, no matter how trivial they seem, as we are here to help you.

1. Recruitment Postal Mailings

If you are recruiting a new Group or looking to rejuvenate your membership it may be worth considering a postal mailing to all alumni in your local area. We offer recruitment mailings to each Group every three years.

Groups are entitled to one postal mailing every three years in either April or October. Running mailings for multiple Groups allows considerable economies of scale and results in substantially reduced mailing costs. By mailing every three years we ensure all Groups have an opportunity to participate and that individual alumni are not inundated by contact.

With each of these mailings we require the following commitment from your Group:

- The text and layout for the mailing set within the Word template that CARO will provide for you
- A database and a willing volunteer to record the replies locally and return the data to CARO in an agreed Excel format
- A planned programme of local activity for alumni to join

If you are interested in sending a mailing to your local alumni please contact Molly Peoples (+44 (0)1223 760146/mp518@cam.ac.uk) or Gail Pearson directly (+44 (0)1223 766203/gp305@cam.ac.uk).

Data Protection guidelines mean that the University is currently unable to pass the contact details of local alumni to a Group. Our long term plan is to deliver an online system that will allow regional Groups much more control over their own data and mailing lists. In the interim we do hope that this existing process will ensure you have plenty of opportunity to reach out to your local alumni.

2. Alumni Group Conference

In 2008 CARO held its first Cambridge Insider Day – a free one-day conference for all Alumni Group Contacts.

We carried out a detailed survey of attendees following the event and all the feedback was that we should hold a similar event in 2009.

The objectives for the day are:

- For Groups to share best practice and build long term links directly with each other in order to provide mutual support and networking opportunities
- For Groups to update CARO of their activities, plans, hopes and concerns
- To update Groups about the University and CARO
- To thank Alumni Group Contacts for their work

3. Speakers for Events

Many Group events rely on finding an informative and enjoyable speaker to give a lecture or after dinner speech. A large number of senior members of the University are more than happy to come and speak at such events and resources already exist to help you find the best person.

To support the increased demand for speakers in the 800th Anniversary Year, CARO, with the Vice-Chancellor's endorsement, has been piloting a new system. Every few months we compile a list of speaker requests from Groups and send them to all Pro-Vice Chancellors, Heads of Houses, Pilkington Prize winners and a number of other senior academics who have previously shown interest in supporting Group events. If you would like your event to be included in the next communication to senior members please complete the *Senior Member Speaker Request Form* in Appendix v and return it to Molly Peoples (+44 (0)1223 760146/mp518@cam.ac.uk). Please also see the Speakers section on page 10 for further ideas on finding speakers.

Services CARO Provides to Alumni Groups

4. Alumni Worldwide Directory

The *Alumni Worldwide Directory* is a list of all Alumni Groups throughout the world including contact details and a short introduction to each Group. It is available online at www.cam.ac.uk/alumni.

If your Group is not listed and you would like to be included in next year's directory please contact Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk)

5. Publicise Groups and Events on the Alumni Website, e-bulletin and in CAM

The Alumni website www.alumni.cam.ac.uk is being updated throughout 2009, but will continue to include up-to-date details of Groups and activities. In the meantime please ensure that we have your correct contact details and Group information on the Regional Contacts page.

Group news and event invitations can be added to the online Notice Board highlighted through the monthly e-bulletin (sent to 66,700 alumni). Please send details for inclusion to Molly Peoples (+44 (0)1223 760146/mp518@foundation.cam.ac.uk) or Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk).

6. Monthly Email Update

All Group Contacts for whom we have email addresses receive a short monthly email of news and resources from CARO and the University.

We are working towards building an online community for Group Contacts. As part of this process we encourage Group Contacts to be willing to share their email addresses with one another. Please contact Molly Peoples if you would like to join the email list (+44 (0)1223 760146/mp518@foundation.cam.ac.uk).

7. Special Interest, College, and Departmental Alumni Groups

To date CARO and The Cambridge Society have mainly provided support for geographically based Groups. We plan to gradually extend this support to other types of Groups such as professional and special interest Groups and virtual Groups. We are also beginning to explore ways in which we can work more closely with College alumni offices. If you would like to find out more about the current initiatives please contact Molly Peoples (+44 (0)1223 760146/ mp518@cam.ac.uk).

8. University's Bi-monthly Staff Newsletter

If you would like to receive a bi-monthly paper copy of the *University Staff Newsletter* please contact Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk) or read it online at www.admin.cam.ac.uk/univ/newsletter/.

You can also find a list of generic benefits and events for individual alumni at www.foundation.cam.ac.uk/benefits.php and www.alumni.cam.ac.uk.

9. Alumni Groups' High Tea and Talk

During Alumni Weekend 2009, CARO will be hosting an **Alumni Groups' High Tea and Talk at 4pm on Sunday 27 September at the University Centre**. It will be an opportunity for all Group members to meet old friends and hear all about the exciting new Cambridge Alumni Relations Office. The cost will be £10 per person. Please note, if you are only booking for this event the Alumni Weekend registration fee is waived. We are hoping that this will become an annual event for Groups.

"We think we have solved the Management Committee recruitment problem by employing a part-time Administrator. This means that the Honorary Treasurer does not have to do the book-keeping, the membership records nor queries there from. General printing, envelope stuffing, postage, most membership enquiries and minutes are taken care of. Committee members, who only meet formally twice a year, take turns to run events but without the associated admin. We all just enjoy the benefits of meeting interesting people, making new friends and attending interesting events."

Robert Jones, The Cambridge Society of Essex

Running an Alumni Group

1. Setting up a New Group

The prospect of setting up and running a new Group can appear quite daunting. If you are seriously considering setting up a local Group, we suggest that you call or email us directly so that we can talk you through the process and hopefully provide the support and advice that you need.

In the meantime here are some key points that you will need to consider:

- Firstly it is important to check with CARO that there isn't already a Group in existence and if not, how many alumni are in that area. It doesn't matter if there are only a few alumni in your region, however, it is useful for you to know how many people to expect
- Decide whether you need to link with other Groups to increase numbers – quite a few regional Groups are open to alumni in more than one region or open to alumni of other Universities – check the website and *Alumni Worldwide Directory* to get an idea
- Ask CARO to publicise your Group on our website, in *CAM*, in the *Alumni Worldwide Directory*, and to look into carrying out an initial mailing to local alumni
- Get together a group of core members and decide if you should appoint a committee to assist with the day-to-day running of the Group. If you are a very small Group, then a committee may not be necessary, but if you are a large Group, then it will be a good idea to elect a committee to help share out the work!
- Decide what you want from your Group and what your aims are, and write a short constitution outlining what your Group will do. This need only be a few paragraphs, but will be helpful in focusing the Group and sustaining it if the membership changes later. (See suggested guidelines in Appendix ii)
- Plan your first event and ask CARO to publicise it (See page 7, section 5 for more details)
- Start your own database so as to keep a record of who has responded to the initial mailing and who will be attending your first event

2. Maintaining a Database

Even the smallest of Groups will need to keep a record of members and it is much easier to do this electronically.

If you are a large Group, then try to appoint a specific person, whose role is to maintain and update your records. Some larger Groups have even decided to recruit a paid secretary to ensure that their records are kept up to date. Please could you also encourage your members to inform CARO directly of any changes.

In all cases it is important to maintain control over who has access to the data and to ensure that data transfers are secure. Please do not share personal data with third parties without following the correct procedures (e.g. entering into data processing agreements). Finally, make sure you have a secure way of storing data, i.e. use a password on your computer or a secure filing cabinet.

You must also be aware of the principles of the UK Data Protection Act. There is a very good succinct guide at www.ico.gov.uk/what_we_cover/data_protection/the_basics.aspx/. We have also created some draft wording for membership and event application forms that will help to ensure that you are adhering to the principles of the Act. This can be found in Appendix iii.

3. Communicating with Members

By maintaining an up to date database including email addresses, it is relatively easy to communicate to members on a regular basis. We are finding that an increasing number of alumni are willing to receive email communications.

Many Groups produce an annual events list to send out at the beginning of the year and you can also take advantage of the Alumni website, the e-bulletin and *CAM* as detailed above.

4. Recruiting New Members

To complement your own existing social, business and online social networking tools (such as Facebook and LinkedIn), CARO can also provide a number of ways of contacting potential Group members. See the following sections on pages 6 and 7 for more details:

- Recruitment Postal Mailings
- *Alumni Worldwide Directory*
- Publicise Groups and Events on the Alumni Website, e-bulletin and in *CAM*

Running an Alumni Group

If you are interested in exploring the possibility of contacting alumni in your area through Facebook or LinkedIn, CARO would also be happy to advise you.

Although Groups are clearly designed for alumni, it is entirely up to your Group if you wish to involve a small number of enthusiastic non-alumni and current students in your Group.

If you are a joint Oxford and Cambridge Alumni Group, you will also need to comply with Oxford University guidelines. Please see the back page for their contact details.

4. Group Finances

Each Group is entirely self financing. Members do not need to pay any central fee to the University. It is therefore entirely up to you how you finance your Group, but we recommend that you work on a break-even basis with a small reserve fund in case of emergencies.

It is advisable to keep basic written records of income and expenses together with a balance sheet, to avoid any doubt or confusion at a later date. If you can, we suggest that you recruit a volunteer with previous experience of handling basic accounts and ask them to present them to the Group on an annual basis.

To fund their activity some Groups charge an annual membership fee or a one-off joining fee to members. This can ensure that the Group has a steady stream of income, but involves a certain level of financial administration to ensure that subscription records are kept up to date. Alternatively some Groups simply hold a database of alumni who have expressed an interest in the Group and define these as their “members” and any alumni can join by submitting their contact details. The cost of the administration of Group is covered by adding a small amount to the cost of every event ticket price.

5. Annual General Meeting

We recommend that once a year your Group holds an Annual General Meeting to update all members on the Group’s activities and its plans for the upcoming year. This needn’t be an onerous task and most Groups combine it with a social event, but celebrating the Group’s achievements and agreeing its future are a key part of ensuring that a Group continues to thrive.

There is no legal obligation to do so, but if you are willing to send your Annual Report and accounts to CARO we would be very happy to receive them. We will not share them directly with other Groups, but it is helpful to be able to advise other Groups about the challenges and achievements of others.

6. Holding Events

Type of event

If you are a new Group it is often best to start with something simple, allow plenty of time for planning the event, ask your committee what they would like and try to make the event as inclusive as possible. CARO can help you publicise the event.

Some popular types of events are buffet lunches, informal pub meetings, lectures, pub walks, formal dinners with after dinner speakers and cheese and wine evenings. You could get ideas for events by working around existing events e.g. sporting occasions or the Alumni Weekend. Events that go to places not normally available to the general public, often conducted by distinguished alumni, seem to work well and attract good size audiences. It is also helpful to talk to other Groups to see what they recommend or to look at their websites through the online directory at www.alumni.cam.ac.uk/networks/.

Expenses

You should work on a break even basis allowing for a small reserve to be built up over a number of events in case of emergencies. Costs you are likely to need to consider are:

- Venue
- Refreshments
- Entertainment
- Speaker travel expenses (if you decide to offer them, speakers travel expenses are not covered by CARO)

Running an Alumni Group

Venue

Members of the Group are likely to be the best resource for finding a good local venue for an event. Some may have corporate or institutional facilities that can be used at no extra cost. They will be able to tell you where they are most interested in going and may also have the best access to securing access to exclusive venues. Alternatively your Group may actually prefer to meet in very informal surroundings such as an area of a local pub on a given night every month.

Do also consider the importance of public transport, parking and general access.

Speakers

If you are relying on finding an interesting speaker from Cambridge for your event there are a number of places you can find inspiration:

- *Find an Expert* website <http://mediaguide.admin.cam.ac.uk/cgi-bin/faesearch/map.cgi>
- University Department websites www.cam.ac.uk/deptdirectory/moreinfo.html
- College websites www.cam.ac.uk/colleges/addresses.html
- *Staff Newsletter* www.admin.cam.ac.uk/univ/newsletter
- *What's On* website www.admin.cam.ac.uk/news/whatson/
- Lectures from Alumni Weekend www.alumni.cam.ac.uk/weekend
- *Science Festival* website www.admin.cam.ac.uk/offices/sciencefestival/
- *Festival of Ideas* website www.admin.cam.ac.uk/offices/communications/community/ideasfestival/

You can also complete and return the *Senior Member Speaker Request Form* on page 15 to Molly Peoples (mp518@cam.ac.uk). CARO does not cover speaker expenses.

Refreshments

Food and drink can be the most expensive element of an event. Many venues insist on their own caterers being used and this can make the ticket price prohibitive. It is worth carrying out some research among your members before proposing a menu. The most expensive option can sometimes deter alumni from attending. It may be worth considering a buffet rather than a sit down meal or in some cases such as a pub walk, members may prefer to just pay for their own food on the day.

Promotion

It is always wise to allow plenty of time to plan and promote an event. We recommend sending out invitations (ideally by email) four to six weeks ahead including an RSVP date and reply mechanism. Many Groups send out an annual events card to publicise the events for the coming year.

As outlined on page 7, Group news and event invitations can be added to the online Notice Board, which is highlighted through the monthly e-bulletin (sent to 66,700 alumni). Please send details for inclusion to Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk).

Time Commitment

Events, especially new ones, invariably take longer to organise than you originally anticipate. To help reduce this factor it is a good investment to create a fairly detailed timeline. This will also help you to share out the tasks and for others to step in if needed.

7. Leaving the Group

We hope that you will want to continue as a Group Contact for many years and a Group member will be happy to take up the post at the end of your term of office. However, if you are listed as the Group Contact in the *Alumni Worldwide Directory*, but you are unable to continue, and no one is willing to become the Group Contact in your place, please contact Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk). We will aim to help find a new Group Contact or if necessary we will adjust the wording on the website so that alumni can contact CARO in the meantime.

Appendices

i. Alumni Advisory Board

As part of its renewed investment in alumni relations the University has re-established an Alumni Advisory Board. The Board supports and offers guidance to the Cambridge Alumni Relations Office (CARO). It is chaired by the Vice-Chancellor, Professor Alison Richard and Stuart Laing, Master of Corpus Christi, is Deputy Chair.

In outline the Board exists to:

- Advise the Vice-Chancellor and CARO on potential strategies to expand and engage the alumni network throughout the world, especially among younger alumni
- Assist in identifying and recruiting key academics and distinguished alumni to speak at alumni events
- Serve to further consolidate the good working relations between the Colleges and the University
- Appoint and maintain a Chair and members of each of the two Working Groups (Networks and Volunteers, and Communications)

Alumni Board Members

Professor Alison Richard (Newnham 1966)	Chair
Mr Stuart Laing (Corpus Christi 1967)	Deputy Chair
Sir Paul Judge (Trinity 1968)	Chair, Communications Working Group
Mr Sandy Ross-Macdonald (St John's 1955)	Chair, Networks and Volunteers' Working Group
Mr Sumant Dhamija (Emmanuel 1970)	
Mrs Emma Fletcher (Fitzwilliam 1996)	
Dr Heinz Fuchs (Sidney Sussex 1997)	
Mrs Jill Hockey	
Dame Patricia Hodgson (Newnham 1965)	
Mr Edward Knowles (Gonville and Caius 1958)	
Ms Dina Medland (Trinity 1979)	
Professor Peter Richards (Emmanuel 1954)	
Dr Simon Singh (Emmanuel 1987)	
Ms Penelope Smith (King's 1974)	
Mr Laurence Smy (Selwyn 1961)	
Mr Edward Stourton (Trinity 1976)	
Mr Jonathan Swaine (Selwyn 2003)	
Mr Jason Wall (Pembroke 1997)	
Dr Cameron Wilson (Jesus 1960)	
Dr Henri Winand (Girton 1995)	

The inaugural Board meeting was held on 26 February 2009 in London and the second meeting was on 10 July 2009 in Cambridge, just before Insider Day.

Group Contacts will see copies of the agenda and minutes for information.

Alumni Advisory Board Networks and Volunteers' Working Group

The Working Group serves specifically as the voice of Alumni Groups and reports directly to the Alumni Advisory Board. The members and their email addresses are listed below:

Mr Sandy Ross-Macdonald (St John's 1955)	Chair	sjrossmac@btinternet.com
Mr Laurence Smy (Selwyn 1961)	Deputy Chair	laurence.smy@talktalk.net
Mrs Emma Fletcher (Fitzwilliam 1996)		EmmaFletcher@hillresidential.co.uk
Dr Heinz Fuchs (Sidney Sussex 1997)		H.Fuchs.97@cantab.net
Ms Catherine Twilley (St John's 1989)		cmt23@cam.ac.uk

Appendices

ii. Constitution Guidelines

Suggested Guidelines for Alumni Group Constitutions

Scope

Set out below are guidelines which can be used as reference for a constitution for an existing or new Group. Examples of existing constitutions are available on request. Please contact Molly Peoples (+44 (0)1223 760146/mp518@cam.ac.uk).

Essential These are essential matters in that (a) if they are omitted there could be significant problems/disputes, or (b) they clarify an issue which is not clearly defined by law and thus remove potential uncertainties.

Recommended These are matters of good practice.

Guidelines

There is considerable flexibility as to the issues which should or could be covered in a constitution, but what follows is regarded as appropriate for a Volunteer Alumni Group.

Name

Essential The official Group name should be clearly stated and relate to its objects.

Object/purposes of the new Group

Essential The Group's objects clause should be stated in a suitably wide form to cover all the objectives it may wish to achieve.

Membership

Essential In this section there should be a clear definition of those to whom the membership of the Group is open. For example, membership of the Suffolk Cambridge Society is open to *'any resident in the or near the County of Suffolk who was or is a member of the University, or has associations with its welfare'*.

There should be flexibility to decide on the breadth of criteria for membership. It should be a local decision as to whether, for example, to allow spouses or non-Cambridge graduates to become members or if individuals need to be nominated by an existing member or members or require committee approval to gain membership.

Subscriptions

Essential Local Groups have autonomy over subscriptions. The Group could include a clause in its constitution relating to subscriptions in terms of who has the power to decide the amount, due date for payment and joining fee.

It should be noted that, in contract law, there is no term implied in the contract of membership that if a member fails to pay his subscription by the specified date his membership will lapse. To clarify the point therefore, the constitution should have an express rule that if a subscription is not received by a specified period after it has become due, then that member's membership will automatically lapse.

Groups are not required to have a subscription for their members at all and so this clause is only essential if a subscription is to be charged (or if the Group believes it may want to charge subscriptions in the future).

Resignation of Members

Essential There needs to be a clause setting out a procedure for resignation of members. The requirements for resignation (for example formal written notice to the Chairman) may vary between Groups but the process should be clearly set out in each constitution.

Officers

Essential It is necessary to include provision as to how the individuals who are going to have principal responsibility for running the Group are appointed, elected or selected, whether by nomination or voting, and, if the latter, who is eligible to vote. This will include the Executive Committee and any Officers of the Group such as Chairman, Vice-Chair, Treasurer and/or Secretary.

Appendices

The constitution should specify how these positions are appointed, how long the positions are to be held and how often the Executive Committee should meet.

Management

Essential There should be a clear definition of who is ultimately responsible for the management of Group's affairs. This will usually be the Executive Committee.

For the avoidance of doubt the members of and the powers of the Executive Committee should be defined. This could include the power to appoint new officers to its own number, to appoint sub-Committees, to invest the Group's funds, to sign cheques and a power for the Executive Committee or its Chairman to call meetings.

It should be stated how often the Executive Committee should meet.

Recommended It is recommended that the Executive Committee should be required to produce an Annual Report, Income and Expenditure Account and Balance sheet at the end of each financial year. This requirement, however, will depend on the size of the Group and it may not be appropriate for small Groups to have to go to this time and expense.

Meetings

Recommended It is best practice for the Group's constitution to make provision either for a regular Annual General Meeting (AGM) or power for the Executive Committee to call for an AGM.

If the date of the meeting is fixed in the constitution there is an advantage that no formal notice is required. Provision for having such a meeting is strongly recommended as it gives the members an opportunity to meet formally, review the performance of the Group, review its financial position as well as to discuss the way forward on all issues, such as financial and social, for the coming year.

Matters for inclusion at any AGM agenda may be stated in the constitution. This could include consideration of the year's accounts and reports of sub-Committees. This works as a useful checklist for the AGM agenda.

Provision for the calling of Extraordinary General Meetings (EGM) should also be included. It is usual to provide that an EGM may only be called by the Committee or by a minimum number of Members.

The constitution should include the length of notice a member will receive in respect of any type of meeting.

Quorum

Essential There should also be definition (in terms of a number) for quorum at meetings of the Executive Committee and general meetings. This will naturally vary considerably for each Group depending on the size of its membership.

Recommended More detailed information could be included setting out, for example, qualification to attend Meetings, casting vote of the Chairman and type of majority required to carry a motion.

Notices

Recommended The constitution should include a reference as to how Notices may be sent. Best practice would be to draft this as widely as possible so as to include post and electronic means so as to give as much flexibility as possible. Members should be placed under a duty to inform the Secretary of their current contact details.

Amendment of Rules

Essential It is important that the rules contain an express provision whereby the members are empowered to alter the Group's rules by way of amendment, addition or revocation. There should also be a procedure laid out within the rules for the Group Committee to initiate alterations to the rules. A Group changes and evolves over time and new generations of members may not want to be inhibited by pre-existing rules which may become defunct or superfluous. Sometimes a higher percentage vote is required – for instance 2/3 or 3/4 of members present and voting.

Dissolution

Essential There must be provision as to how a resolution to dissolve the Group is passed. This will assist in avoiding a potentially acrimonious end to the Group's life and leave no doubt as to how the future of the Group's assets will be determined.

Appendices

Disputes and expulsion of members

Essential It is important that the constitution includes provision for internal dispute resolution, particularly disputes between members or between a member and the Group. There should be an internal complaints procedure or at least a clear statement that the Committee is empowered to make a binding decision on all such disputes.

It is important for a Group to include a clause in its constitution relating to the suspension or expulsion of members. The rules should expressly set out an expulsion procedure because, if they are silent on expulsion of members, then this power will not be implied.

Insurance

Recommended It is recommended that the Groups include an enabling provision in their constitution relating to the taking out of insurance. In particular two types of insurance are in issue:

- Insurance of the Group's assets and activities
- Insurance of the members of the Executive Committee against personal liability relating to tortious issues such as negligence claims

iii. Data Protection

1. Data Protection Statement

It is important that you include the following data protection statement in all joining and event application forms for your Group. The University takes its responsibility for data protection very seriously. By including the following statement on every form we can ensure that we only hold and exchange data exactly as alumni wish us to. You may need to adapt it very slightly for your specific needs. If you need to adapt it please could you confirm this with Molly Peoples (+44 (0)1223 760146/mp518@cam.ac.uk).

By completing and returning this form the applicant explicitly consents to the Group obtaining, recording and using his or her personal data (including sensitive data) and whether held electronically or in hard copy. The information will be used for the purposes of the Group and to contact the applicant about events and other things that he or she may be interested in. [This information may include (among other things) the applicant's full name, address and, where applicable, telephone and fax numbers, email addresses and education details.] The applicant consents to the Group disclosing any or all of this information to the University [but may ask the Group to stop sharing his/her data in this way by written notice to the secretary].

2. UK Information Commissioner

As a Group you will be handling a significant amount of personal data about members. This has led some UK Groups to ask about the need to register or "notify" with the Information Commissioner's Office (ICO) – the UK data protection regulator. There is very helpful advice about this on the ICO's own website at www.ico.gov.uk/what_we_cover/data_protection/notification/do_i_need_to_notify.aspx

So far no Group has needed to notify, and unless you are planning something particularly unusual we imagine it is highly unlikely you will need to. However, we recommend that you consult the ICO's guidance to make sure.

It is important to remember that even if your Group does not need to notify with the ICO, it must still comply in full with the other obligations in the Data Protection Act 1998.

iv. University Branding

The identifier is a core element of the visual identity of the University. It is a recognisable and distinctive image that has strong associations across the world and should not be compromised.

The identifier is available in a range of formats that should be suitable for any communication requirements.



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Please contact Gail Pearson (+44 (0)1223 766203/gp305@cam.ac.uk) for an electronic copy and guidelines for use.

Appendices

v. Senior Member Speaker Request Form

To help CARO find an appropriate speaker for your Alumni Group event please could you provide the following information in as much detail as possible. If you are unable to confirm a specific date or venue, any guidance you can give would be helpful.

Requests will be collated and sent to all Pro-Vice Chancellors, Heads of House, Pilkington Prize Winners and a growing list of previous event speakers.

We will be sending the requests at 3 monthly intervals so please do bear this in mind when planning your event.

Please photocopy and post/fax to Molly Peoples. Please see back page for contact details.

Alumni Group

Date

Event

Venue

Expected Attendance

**Expenses Covered by
Alumni Group**

Further Details

Useful Contacts

Cambridge Alumni Relations Office

1 Quayside
Bridge Street
Cambridge CB5 8AB

Tel: +44 (0)1223 332288
Fax: +44 (0)1223 764476
Email: alumni@foundation.cam.ac.uk
Web: www.cam.ac.uk/alumni

Archivist

(for enquiries about students at the University pre-1920)

Jackie Cox
University Library
West Road
Cambridge CB3 9DR

Tel: +44 (0)1223 333147
Email: jc10021@cam.ac.uk

Cambridge in America

292 Madison Avenue
4th Floor
New York
NY 10017
USA

Tel: +1 212 984 0960
Fax: +1 212 984 0970
Email: mail@cantab.org
Web: www.cantab.org

800th Anniversary Team

Office of External Affairs and Communications
University of Cambridge
10 Miller's Yard
Mill Lane
Cambridge CB2 1RQ

Tel: +44 (0)1223 761672
Fax: +44 (0)1223 765891
Email: 800@admin.cam.ac.uk

Conference Cambridge

The University's free Cambridge venue finding service.
www.conferencecambridge.com

Careers Service

Stuart House
Mill Lane
Cambridge CB2 1XE

Tel: +44 (0)1223 338288
Email: enquiries@careers.cam.ac.uk
Web: www.careers.cam.ac.uk

College Alumni Office

Please see www.cam.ac.uk/colleges/addresses.html to find your College specific Alumni Office

Official University Map

www.cam.ac.uk/map

Oxford University Alumni Relations Office

Alumni Office
University of Oxford
Wellington Square
Oxford OX1 2JD

Tel: (+44) (0)1865 611610
Fax: (+44) (0)1865 611611
Email: enquiries@alumni.ox.ac.uk

Staff Newsletter

This is available at
www.admin.cam.ac.uk/univ/newsletter

Student Records and Statistics

10 Peas Hill
Cambridge CB2 3PN

Tel: +44 (0)1223 332309
Email: student.records@admin.cam.ac.uk

Cambridge Tourist information

Tel: +44 (0)1223 457581
Fax: +44 (0)1223 457588
Email: tourism@cambridge.gov.uk
Web: www.tourismcambridge.com

University News Audio and Visual

<http://mediaplayer.group.cam.ac.uk/main/CamTV>

Visit Cambridge

www.visitcambridge.org



Front cover image: *Punts by Bridge Street, Cambridge*. Pastel drawing by Alice Thomson. Alice (Homerton 2006) is a Cambridge based artist and illustrator who received her Degree in Illustration at Harrow College of Further Education in 1989. Alice creates colourful sketches using line, wash and mixed media and many of her images capture the culture and essence of Cambridge. Please see her website at www.alicethomson.co.uk for details of other subject matters and contact email.