
STRATEGIC REVIEW

CAMBRIDGE TRUST

COMMONWEALTH
EUROPEAN AND
INTERNATIONAL

REPORT MARCH 2024
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“The Trust reaffirms its primary focus on supporting international students at postgraduate level.”

“As an organisation committed to partnership, the Trust seeks to develop its strategy in dialogue with its stakeholders, with an understanding of the distinctive contribution that each party can make towards common goals.”

“The Trust aspires to be regarded as the University’s partner of choice for the administration of scholarships programmes.”

SUMMARY OF RECOMMENDATIONS

1. The Trust to clarify its mission and values, and strengthen its public profile and messaging. This might include, for example, the adoption of a clear and compelling strapline.
2. The Trust to review its funding priorities at least every 5 years, in consultation with its partners.
3. The Trust to articulate clearly and communicate proactively its funding priorities to stakeholders, including current and potential partners.
4. The Trust to work with its principal partners, notably the University of Cambridge, to further align funding priorities, with a view to allocating a proportion of its annual funding to programmes which meet these priorities. The Trust will retain a proportion of its annual funding to plug gaps in provision, respond to emerging challenges and seize new opportunities.
5. The Trust to undertake a governance review, to include the composition of the Board, the terms of office of Trustees and Chair to ensure continuity, and mechanisms to ensure appropriate management of any perceived conflict of interest arising from members of the University's senior leadership team serving on the Trust Board.
6. The Trust to consider inviting senior staff and major partners to present to the full Board.

Recommendations 7 and 8 relate to internal staffing and systems

9. The Trust to document the added value it brings to the University's block grant, and the benefits that this brings to the wider Cambridge ecosystem.
10. The Trust to establish regular, scheduled meetings with the University to improve two-way communication, facilitate strategic alignment and help anticipate challenges and areas of tension.
11. The Trust to explore with the University and colleges a formal mechanism for coordinated discussions about the size and shape of the Cambridge student body and initiatives to widen participation among postgraduate and international students.
12. The Trust to establish regular, scheduled meetings, supported by informal conversations, with senior CUDAR staff to build trust and identify opportunities for collaboration.
13. The Trust to enhance proactive communications with faculties, departments and colleges, clarifying its funding priorities and parameters for co-funding. This in turn will help manage expectations, and enable faculties, departments and colleges to prioritise and develop their own scholarship provision.
14. The Trust to develop a policy on accepting and recognising smaller donations.
15. The Trust to clarify its rules of engagement for working with external partners, including any constraints and its policies on co-funding and co-selection.
16. The Trust to develop its standard template for partnership agreements to provide greater clarity, while recognising that a degree of flexibility remains desirable.
17. The Trust to carry out a strategic prioritisation of its external partnerships to facilitate enhanced stakeholder management and stewardship.
18. The Trust to review its approach to communications, with a view to enhancing stakeholder communications, social media activity and strategic communications capability.
19. The Trust to consider making a focus on the student experience an explicit part of its mission.

20. The Trust to hold regular discussions with colleges, faculties, departments and the International Office on the best way of meeting the needs of international students and students with complex needs.
21. The Trust to clarify and disseminate its policy on funding medical intermissions and other additional funding needs, and on the provision of follow-on funding for scholarship recipients.
22. The Trust to participate proactively in discussions across the collegiate University about improving the application experience of prospective postgraduate and international students.
23. The Trust to consider ways in which it can enhance the purposeful engagement of its alumni, drawing on best practice in the faculties, departments and colleges.

1. INTRODUCTION

Background

1. The Cambridge Commonwealth European and International Trust (hereafter 'the Trust') has undertaken a strategic review to guide its future work over the next 5 to 10 years. The review, carried out by the Trust's Strategic Advisor working alongside the Trustees and Director, has examined the Trust's vision and values, its core mission and distinctive strengths, the changing landscape in which it operates, and the perspectives of its partners and beneficiaries.
2. The review has been conducted primarily through face-to-face interviews with key stakeholders (a list of interviewees is given at the end of this report), supplemented by desk-based analysis of the Trust's website and key documents.

Scope of the review

3. The review has considered a number of key strategic questions:
 - i. The Trust's contribution and focus
 - What are Trust's unique strengths and what added value does it bring to the wider Cambridge ecosystem?
 - How can the Trust maximise the benefits of independence and work most effectively alongside the University?
 - How can the Trust best enhance and optimise its governance and operations?
 - ii. Partnerships and stakeholder relations
 - Which classes of beneficiary should the Trust prioritise in its scholarship programmes?
 - How can the Trust refine and clarify its criteria for external partnerships for greatest impact?
 - How can the Trust most effectively engage and communicate with its partners?
 - iii. The student experience
 - How can the Trust enhance the experience of its beneficiaries?
 - How can the Trust best work with the collegiate University in supporting student success?
 - How can the Trust leverage the loyalty of its alumni?
4. This review is arranged in three sections, reflecting the Trust's three core values: the added value of independence, a commitment to partnership, and a focus on the student experience. Each section includes a number of recommendations for future consideration by the Trustees, aimed at further enhancing the Trust's efficiency, effectiveness and impact.

2. THE ADDED VALUE OF INDEPENDENCE

Mission

5. The Trust was formed in 2013 from a merger of the Cambridge Commonwealth Trust, the Cambridge Overseas Trust and the Cambridge European Trust – bodies which had been established in 1982, 1989 and 1995 respectively, to support students from overseas to study at the University of Cambridge. The Trust’s charitable objective is: ‘for the public benefit, to provide scholarships and other financial assistance to enable students to benefit from education at the University of Cambridge’.¹
6. This mission is explained more fully: ‘The objective of the Trust is to provide financial support to enable students to benefit from education at the University of Cambridge. It offers scholarships to students who have been offered places at the University at all levels of study. The Trust concentrates its resources on scholarships for PhD and Masters study, while maintaining a smaller programme of support for undergraduates. Scholarships are awarded in all subjects and at all 31 Colleges. Awards are made on the basis of academic merit, financial need and, in the case of scholarships awarded in conjunction with partners, additional criteria such as the country the students come from and/or their chosen area of study’.² The Trust reaffirms its primary focus on supporting international students at postgraduate level.

Impact

7. Historically, the Trust was established to serve constituencies that the University (at the time) could not. During its forty-year history of offering scholarships, the Trust has helped more than 22,000 students who would not have been able to take up their places at Cambridge without financial support.
8. Today, the Trust works with the University, the colleges, and many international and UK-based partners in order to provide the widest possible access to the University of Cambridge to outstanding students from all parts of the world, irrespective of their social and economic background. The student support offered by the Trust recognizes and rewards excellence, and provides the necessary financial assistance required by those who are disadvantaged.
9. The Trust awards scholarships to around 500 new students each year from around the world, including the UK. This means that at any one time there are around 1,500 students studying in Cambridge with financial support from the Trust.

Distinctive strengths

10. The Trust has 40 years of experience in managing scholarship programmes, providing an unparalleled resource to the wider Cambridge ecosystem.
11. In addition, the Trust’s operational independence from the University brings a set of distinctive advantages:

- i. **Leverage**

The Trust’s endowment and its access to unrestricted funds allows it to co-fund with Colleges, departments and external partners, to collate smaller pots of money and supplement restricted pots of money to create greater impact. While many of the

¹ *Regulating Scheme Governing The Cambridge Commonwealth, European and International Trust (4054430)*, 11 February 2013

² *Cambridge Trust Annual Review 2024*

Trust's partnerships are relatively small-scale, their cumulative impact is significant.

ii. **Diversity**

The Trust brings an added dimension to the scholarships funding landscape, allowing Cambridge to attract more money from more donors than might be possible with a centralised office and a single set of funding priorities.

iii. **Objectivity**

The Trust sees a gathered field of applicants and is able to award scholarships to the most deserving candidates irrespective of College, department or academic discipline.

iv. **Risk appetite**

The Trust is able to adopt its own risk appetite, allowing it to seize opportunities and develop a wide range of partnerships.

v. **Flexibility**

The Trust has a track-record of 'making things work', with a willingness and readiness to collaborate with partners to achieve shared objectives.

vi. **Agility**

The Trust is not constrained by overly bureaucratic decision-making processes. The Director has significant delegated authority to take decisions speedily according to guiding principles; this is particularly important in response to unforeseen and emergency situations.

vii. **Responsiveness**

External partners value the timeliness of the Trust's response to queries and requests for information.

viii. **Transparency**

The Trust aspires to provide partners with a high degree of transparency and assurance over how funds are deployed.

ix. **Student focus**

The Trust is widely admired for its focus on the student experience, supporting recipients beyond the awarding of scholarships. This builds a sense of identity and community among Trust beneficiaries.

x. **Value for money**

The Trust operates with a lean administrative resource, maximising the funding available for scholarships.

12. The Trust is committed to maximising the benefits of independence. As a charity that makes a significant contribution to the global public good, as well as to the success of the collegiate University, the Trust aspires to articulate with confidence the added value that it brings.

Recommendation 1: The Trust to clarify its mission and values, and strengthen its public profile and messaging. This might include, for example, the adoption of a clear and compelling strapline.

Funding priorities

13. The Trust only funds students who have been accepted for study by the collegiate University of Cambridge. The Trust currently concentrates its resources on scholarships for PhD and Masters study, while maintaining a smaller programme of support for undergraduates. Historically, the Trust has prioritised the support of international (non-UK) students. Taking on the management of the Vice-Chancellor's Awards for UK PhD students broadened the Trust's beneficiaries to include Home as well as international students; the Vice-Chancellor's Awards have subsequently been complemented by UK Masters, funded partly by the University with additional funding from the colleges.
14. The breadth of programmes administered by the Trust adds significant diversity to the scholarships funding landscape in Cambridge and contributes to the University's global outreach. It also allows the Trust to remain responsive to a changing landscape and new opportunities.
15. The Trust has made particular efforts to increase the rigour and transparency of its selection processes and criteria for awards, which prioritise applicants for scholarships on the basis of the outcome of a central funding competition with departmental scores being moderated by selection committees put in place by the University; are based on a transparent and fair system, with clearly published selection criteria and application deadlines set out on the Trust's website; and where appropriate, address perceived disadvantage of candidates from less developed backgrounds. The Trust seeks to make awards as early as possible while allowing partners the time to make co-selection decisions. The Trust is committed to clarifying and communicating its timetable for awards.
16. The Trust is a responsive and agile funder, able and willing to review its funding priorities in light of changing circumstances.

Recommendation 2: The Trust to review its funding priorities at least every 5 years, in consultation with its partners.

17. As an organisation committed to partnership, the Trust seeks to develop its strategy in dialogue with its stakeholders, with an understanding of the distinctive contribution that each party can make towards common goals. The Trust recognises that its partners would welcome greater clarity around its funding priorities, and that a measure of focus would provide opportunities for the Trust to proactively seek out additional partners.

Recommendation 3: The Trust to articulate clearly and communicate proactively its funding priorities to stakeholders, including current and potential partners.

18. The Trust's expertise and external partnerships afford opportunities to increase the global competitiveness of the University of Cambridge.

Recommendation 4: The Trust to work with its principal partners, notably the University of Cambridge, to further align funding priorities, with a view to allocating a proportion of its annual funding to programmes which meet these priorities. The Trust will retain a proportion of its annual funding to plug gaps in provision, respond to emerging challenges and seize new opportunities.

Governance

19. The Trust is an exempt charity governed by a Board of Trustees selected for their skills and experience in order to guide the work of the Trust. The University of Cambridge is custodian trustee of the Trust, and the Trust is regulated by the Office for Students through the University of Cambridge.
20. Recognising that the relationship between the Trust and the University would benefit from further clarification, the Trust is keen to work with the University to develop a shared understanding of the University's role as custodian trustee and to ensure that this relationship brings maximum benefit to the Trust's operations and beneficiaries.
21. The current Board of Trustees is strong, with a broad range of relevant experience. Recent appointments have brought significant external expertise to the Board; future appointments to the Board will seek to strengthen further the range of experience, for example in specific areas such as student finance.

Recommendation 5: The Trust to undertake a governance review, to include the composition of the Board, the terms of office of Trustees and Chair to ensure continuity, and mechanisms to ensure appropriate management of any perceived conflict of interest arising from members of the University's senior leadership team serving on the Trust Board.

22. The Trust is committed to building upon its strategic review by enhancing opportunities for Trustees to engage with topics of strategic importance, developing greater Board awareness of key operational priorities and challenges.

Recommendation 6: The Trust to consider inviting senior staff and major partners to present to the full Board.

Staffing and systems

Paragraphs 23-25, and Recommendations 7 and 8, relate to internal staffing and systems.

3. A COMMITMENT TO PARTNERSHIP

26. Working in partnership with stakeholders in and beyond Cambridge has been and remains fundamental to the Trust's mission. Partnerships enable the Trust to achieve far greater impact than it could deliver on its own. Partnerships bring expertise and networks as well as funding, and a wide range of partners enables the Trust to support a greater number and range of beneficiaries.

Partnering with the University

27. The Trust recognises and values the University of Cambridge as its single most important partner, and the relationship between Trust and University is of fundamental significance.

28. The Trust recognises the importance of the block grant from the University, which represents the Trust's single biggest annual source of funding. The Trust leverages the block grant with its own endowment income and partner funding to create added value, enhancing scholarship provision for the benefit of the collegiate University. The Trust is committed to full transparency and accountability in its use of the block grant to the University Council and relevant University committees.

Recommendation 9: The Trust to document the added value it brings to the University's block grant, and the benefits that this brings to the wider Cambridge ecosystem.

29. The Trust notes the recent statement that 'The University is committed to building its scholarship administration capabilities and capacity'.³ The Trust remains wholly committed to supporting the wider Cambridge ecosystem, and wishes to strengthen its partnership with the University to leverage the Trust's experience and distinctive strengths, and maximise its impact. The Trust aspires to be regarded as the University's partner of choice for the administration of scholarships programmes.

30. The Trust notes the Office for Students' interest in achieving value for money in the administration of scholarship programmes, and is willing to consider putting in place appropriate mechanisms to enable it to manage scholarship programmes on behalf of the University and other partners, in accordance with legal, regulatory and fiduciary requirements.

31. The Trust plays a particular important role in administering smaller and more 'niche' scholarship programmes involving internal and external partners; such programmes might not necessarily find a natural home in a central scholarships function. The Trust recognises the benefit of creating opportunities for the University to feed into the Trust's strategic discussions and vice-versa.

32. The Trust recognises that good two-way communication is key to effective partnership working, and acknowledges that the complexities of the Cambridge environment present particular challenges to internal communications. The Trust is committed to developing channels for better, proactive and purposeful communications with its Cambridge partners.

Recommendation 10: The Trust to establish regular, scheduled meetings with the University to improve two-way communication, facilitate strategic alignment, and help anticipate challenges and areas of tension.

33. With long experience of supporting scholarship recipients and a track record of managing scholarship programmes, the Trust is in a strong position to exercise thought leadership by convening or supporting wider conversations across collegiate Cambridge, including

³ Terms of reference for the University's review of scholarship funding arrangements, 2023

those on student funding, the future size and shape of the student body, and widening participation among postgraduate and international students.

Recommendation 11: The Trust to explore with the University and colleges a formal mechanism for coordinated discussions about the size and shape of the Cambridge student body and initiatives to widen participation among postgraduate and international students.

Fundraising

34. The Trust and the University share the ambition of increasing scholarship provision. From a fundraising perspective, the Trust has the advantage of being able to leverage its own funds, incentivising donors; and can operate scholarship programmes based on nationality more easily than the University. There is widespread acknowledgement that, because different donors have different motivations, a 'mixed economy' is helpful, and that the Trust has an important and complementary role to play.
35. The Trust is committed to enabling and incentivising philanthropy to Cambridge in support of scholarship funding. The Trust recognises that some major donors may have particular requirements that might not easily be accommodated by the Trust, and may have an explicit preference for their programmes to be located within the University. At the same time, the Trust believes that its distinctive strengths and operational independence from the University add value to the fundraising landscape.
36. The Trust wishes to be seen as the preferred solution for receiving new scholarship funding and administering new scholarship programmes. It is committed to working in partnership with Cambridge University Development and Alumni Relations (CUDAR) to identify and secure new sources of philanthropic funding, recognising that this must include the Trust's involvement in negotiations with potential donors to ensure that any new scholarship programme can be properly implemented, ongoing communication with donors, and appropriate acknowledgement in donor reporting.

Recommendation 12: The Trust to establish regular, scheduled meetings, supported by informal conversations, with senior CUDAR staff to build trust and identify opportunities for collaboration.

37. The Trust is keen to work with CUDAR and the University Fees and Funding team to help brief new student support fundraisers about the practicalities of implementing scholarship programmes, and how best to structure programmes and associated gift agreements. The Trust is likewise keen to work with CUDAR and the University Fees and Funding team to develop template gift agreements for new scholarship programmes.
38. As an independent charity, the Trust maintains its own acceptance of donations policy. To maximise the advantages of its partnership with the University, the Trust will continue to explain and clarify its policy, especially where this diverges from the University's, to achieve the appropriate balance between opportunity and risk.

Partnering with faculties, departments and colleges

39. The Trust partners with a number of faculties and departments. The Trust's ability to complement small pots of funding is particularly welcomed. Faculties and departments have some concerns about the operation of the University's current scoring and moderation processes, the speed of decision-making, and the parameters for co-funding. The Trust is responsive to these concerns, and is committed to working closely with faculties and departments in a spirit of continuous improvement.

40. The Trust's partnership with colleges is widely welcomed. Colleges attach great value to the Trust's flexibility in co-funding and/or putting together pots of money to create meaningful scholarship programmes. Colleges also recognise the Trust's experience and expertise in funding international students, and its ability to work with faculties and departments to identify the best candidates. Colleges see a multiplier effect from the Trust's advertising of its scholarships.
41. Trinity College, one of the Trust's original founders and its second largest annual funder, is a partner of singular importance. Trinity College's flexibility, responsiveness and expert advice are particularly appreciated, and the Trust enjoys a relationship with Trinity College which goes beyond funding.

Recommendation 13: The Trust to enhance proactive communications with faculties, departments and colleges, clarifying its funding priorities and parameters for co-funding. This in turn will help manage expectations, and enable faculties, departments and colleges to prioritise and develop their own scholarship provision.

Partnering with external partners

42. Partnering with external, mostly international, partners has been a hallmark of the Trust's approach since its establishment. The Trust values the loyalty of its partners, and its reputation means that it has not needed to look for partners: individuals and organisations approach the Trust. For their part, external partners appreciate the Trust's receptiveness, responsiveness and flexibility.
43. The Trust does not currently have an effective mechanism for receiving small donations, although cumulatively these could create significant impact.

Recommendation 14: The Trust to develop a policy on accepting and recognising smaller donations.

44. Some partners demand a role in the selection of recipients. The Trust recognises that co-selection is not always necessary to reflect donors' wishes or students' interests. All parties would benefit from the Trust having clear principles of engagement, including for selection and co-funding.

Recommendation 15: The Trust to clarify its rules of engagement for working with external partners, including any constraints and its policies on co-funding and co-selection.

45. The very large number of external partnerships (127 currently listed on the Trust's CRM database, with 108 different scholarship programmes), combined with the fact that each one is bespoke to some degree, creates a significant administrative burden for the Trust and may slow down decision-making to the detriment of the student experience. While retaining a degree of flexibility, a better standard template for partnership agreements, reflecting the Trust's policy on co-funding and aligned with its chosen funding priorities, would bring efficiencies in the management of partnerships and provide greater clarity to existing and potential partners.

Recommendation 16: The Trust to develop its standard template for partnership agreements to provide greater clarity, while recognising that a degree of flexibility remains desirable.

46. To date, the Trust has been reactive rather than strategic in its selection of partners. The large number of partnerships would benefit from a degree of prioritisation. This might be based upon growth potential (not necessarily current £ value), targeting certain markets

(geographic or socio-economic) or enhancing the diversity of the overall portfolio of scholarship programmes. Prioritisation would facilitate better stakeholder management and proactive stewardship of the most important partners.

Recommendation 17: The Trust to carry out a strategic prioritisation of its external partnerships to facilitate enhanced stakeholder management and stewardship.

47. Managing the large number of existing partnerships has prevented a proactive search for new partners. This may mean that the Trust has missed out on opportunities to work with some larger organisations, both in the UK and overseas. Any future partnerships policy might usefully encourage proactive identification of new partners. These might include third-party organisations who have greater reach and access to suitable candidates, especially among under-represented groups.

Communications

48. The Trust acknowledges that key aspects of its operations are not well understood and that many partners, within and beyond Cambridge, would welcome more regular, transparent, two-way communications. While recognising the demands on the Director's time, the Trust appreciates the advantages and opportunities of a more externally facing, more visible leadership, presenting on a regular basis to major stakeholders.

49. The Trust partners effectively with the University's Office of External Affairs and Communications, which can achieve greater reach and impact for Trust-related stories. This brings significant added value to the Trust's communications, and could be further enhanced if the Trust were to develop and adopt a communications strategy and action plan. Greater strategic thinking, capacity and capability would help the Trust to maximise the impact of its communications.

50. The Trust has invested significantly in enhancing its web presence, and in the production of video content. The Trust works with an external digital communications company for its social media presence. An effective social media strategy, properly resourced, will help to build on these foundations and enhance the Trust's external profile and its communications with its beneficiaries and alumni.

Recommendation 18: The Trust to review its approach to communications, with a view to enhancing stakeholder communications, social media activity and strategic communications capability.

4. A FOCUS ON THE STUDENT EXPERIENCE

51. The Trust has a strong reputation for responding to the needs of students, going 'above and beyond' its primary role as a grant-giver. It is known for, and takes pride in, working with scholarship recipients from the moment an award is confirmed, and this is one of its distinctive strengths. This level of support forges a long-lasting bond with beneficiaries and is much appreciated.

Recommendation 19: The Trust to consider making a focus on the student experience an explicit part of its mission.

52. Notwithstanding the Trust's commitment to the student experience, there may be scope for further attention to be given to 'bedding in' international students, not just 'getting them through the door'. Students from conflict zones and/or from disadvantaged backgrounds may have particularly complex needs; the burden often falls on colleges, some of which may not always have the requisite experience. There are also challenges in building a sense of community among students when there are very few from a particular country or background and they are dispersed among the colleges, faculties and departments.

Recommendation 20: The Trust to hold regular discussions with colleges, faculties, departments and the International Office on the best way of meeting the needs of international students and students with complex needs.

53. The different levels of support offered by different funding programmes – for example funding medical intermissions, and follow-on funding from undergraduate to Masters, Masters to PhD – can cause confusion and anxiety among prospective and current students. The Trust recognises the need for clearly articulated policies, and is committed to providing an excellent student offer comparable to that of other major scholarship providers.

Recommendation 21: The Trust to clarify and disseminate its policy on funding medical intermissions and other additional funding needs, and on the provision of follow-on funding for scholarship recipients.

54. Despite the development of a unified graduate funding portal, the plethora of scholarships across Cambridge is still hard for the end-user to navigate. Students may stumble across opportunities, and the University may lose good candidates to competitors with a clearer, easier, more responsive system, and which are able to offer guaranteed funding at the same time as the offer of a place. The Trust has an opportunity to be a thought leader at the centre of discussions about how to improve the experience of prospective students.

Recommendation 22: The Trust to participate proactively in discussions across the collegiate University about improving the application experience of prospective postgraduate and international students.

55. Because of their close affinity with the Trust, reinforced by their own social media groups, Trust scholars form a loyal alumni body. The Trust sees the potential of leveraging this loyalty for purposeful alumni engagement.

Recommendation 23: The Trust to consider ways in which it can enhance the purposeful engagement of its alumni, drawing on best practice in the faculties, departments and colleges.

In conclusion

56. The Trust has achieved remarkable impact over the past 40 years, transforming the lives of over 22,000 students and making a major contribution to the global competitiveness and profile of the University of Cambridge.
57. The Trust is proud of its track record but not complacent. This strategic review has enabled the Trust to engage in detail with a wide range of stakeholders, within and beyond Cambridge; to gain a better understanding of what they value from their relationship with the Trust; and to hear their concerns and suggestions for improvement. The Trust is very grateful to all those who have given their time to participate in this review.
58. The Trust is committed to responding positively to its stakeholders' perspectives, to working with them in a spirit of partnership and continuous improvement, and to forging a clear path for future impact.

Alphabetical list of interviewees

Richard ANTHONY, Bursar, Jesus College

Reham ASLAM, first-year undergraduate, Education Studies, Hughes Hall; scholarship recipient

Madeleine ATKINS, Trustee, Cambridge Trust

Catherine BARNARD, Trustee, Cambridge Trust

Alice BENTON, Head of Student Services, University of Cambridge

Jack Brady BERKOWITZ, National Agency for Research and Development (ANID), Government of Chile

Bjørn BLINDHEIM, Aker Scholarships

Laurie BRISTOW, Trustee, Cambridge Trust

Georgina CANNON and Gordon GLICK, Managing Director / Director of Development, University Strategic Initiatives, Cambridge University Development and Alumni Relations

David CARDWELL, Trustee, Cambridge Trust

Nicola COOPER-HARVEY, Head of Student Fees and Funding, University of Oxford

Ann DOWLING, Trustee, Cambridge Trust

Eilís FERRAN, Provost, Gates Cambridge Trust

Simon FRANKLIN, Trustee, Cambridge Trust

Loraine GELSTHORPE, Trustee, Cambridge Trust

Jane GREATOREX, Senior Tutor, Lucy Cavendish College

Myfanwy HILL, Senior Tutor, King's College

Tamsin JAMES, Bursar, Churchill College

Howard JONES and Deborah LONGBOTTOM, Academic Secretary / Head of Graduate Education, Yusuf Hamied Department of Chemistry, University of Cambridge

Tendai KARIWO, Partnerships Manager, Cambridge Trust

Jean KHALFA, Fellow for International Programmes and Graduate Studentships, Trinity College

Barak KUSHNER and Mikael ADOLPHSON, Head of Department, East Asian Studies / Keidanren Professor of Japanese Studies, Faculty of Asian and Middle Eastern Studies, University of Cambridge

Claire LAMBERT, Communications Manager, Cambridge Trust

Joan LASENBY, Head of Graduate Studies, Department of Engineering, University of Cambridge

Michelle LUCAS, Senior Scholarships Administrator, Cambridge Trust

Loretta MINGHELLA, Chair of Trustees, Cambridge Trust

Duncan NEEDHAM, Senior Tutor, Darwin College

Mike NICHOLSON and Sally-Ann GANNON, Deputy Head of Education Services / Head of Student Funding, University of Cambridge

Breeda O'LEARY, Head of Finance & Administration, Cambridge Trust

Philip O'NEAL, first-year PhD student, Land Economy, Christ's College; scholarship recipient
Sue OSTERFIELD, Deputy Director, Cambridge Trust
Richard PARTINGTON, Senior Tutor, St John's College
Helen PENNANT, Director, Cambridge Trust
David SECHER, Trustee, Cambridge Trust
Catherine STEPHENSON and Felicity GARVEY, Programme Coordinators, The Amjad & Suha Bseisu Foundation
Ajay SOOD and Liz GEORGE, The Beacon Equity Trust/Beacon Scholarships
Emily TOMLINSON, Tom MONIE and Michael PARSONS Director of Admissions / Senior Tutor / Bursar, Christ's College
Alison TRAUB, Executive Director of Development and Alumni Relations, Cambridge University Development and Alumni Relations
Bhaskar VIRA, Pro-Vice-Chancellor for Education, University of Cambridge
Graham VIRGO, Master, Downing College; former Pro-Vice-Chancellor for Education, University of Cambridge; former Trustee, Cambridge Trust