

# OUR COLLEGE, OUR FUTURE



St Catharine's College  
University of Cambridge

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“A vision for St Catharine's College,  
articulating ambitious plans for our community.”

PROFESSOR SIR MARK WELLAND FRS FREng  
MASTER OF ST CATHARINE'S COLLEGE



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Professor Sir Mark Welland, Master

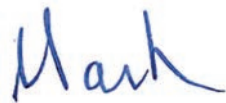




Only through constant self-reflection and investment can we, as a community, ensure that each successive generation of St Catharine's students enjoys a high-quality educational experience. In the last year, the College has undertaken a detailed analysis of all aspects of life at St Catharine's, including student wellbeing, academic needs, estate management, staff and finances. This process has provided us with a clear understanding of how we, as a community, can prepare ourselves to meet the challenges of the 21st century, while also respecting our 15th-century foundations. We are delighted to outline to you, in these pages, the resultant vision for the future.

In the coming years, St Catharine's will invest further in world-class teaching and research. We will attract the brightest young minds, regardless of background, and support them through generous bursary schemes, a rich selection of extra-curricular activities and new pastoral care initiatives. We will develop new, purpose-built facilities and revitalise several of our historic buildings, bringing them up to modern standards. All this will be achieved with the support of our dedicated staff and through sound financial planning.

This is an exceptional College, with a great history and a wonderful future. We both appreciate and turn to the loyal support of our Members to help us deliver the projects set out in our strategic plan, with an initial fundraising target of £50 million. To realise this goal we also seek to establish support from new friendships with those who have not previously had a relationship with the College, but who are inspired by our plans. I look forward to exciting times ahead and to updating you on our progress.



**Mark Welland**  
Master

# Our College

The mission of the University of Cambridge is “to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence”, and as part of the Collegiate University, St Catharine’s College shares in this goal.

Founded in 1473, St Catharine’s College remains dedicated to a legacy of academic excellence, ambition, diversity and welfare. We are committed to ensuring our students realise their academic and personal potential, empowering them to make a difference in the world. With some 430 undergraduates, 250 postgraduates and 65 Fellows, our vibrant community includes scholars from a wide range of backgrounds, reflecting the society we pledge to serve.







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# Our Future

It is our mission to strengthen and sustain St Catharine's College for generations to come.

## Summary of our Strategic Aims:

- To provide a world-class education for our students, in a supportive environment where academic aspiration, diversity and welfare are promoted.
- A selective, planned renewal of buildings to support College operations, ensuring Members enjoy a high standard of living and access to state-of-the-art facilities, while also increasing opportunities for revenue generation.
- To develop our people to best serve our College community.
- To expand the College's revenue base, building up our endowment and managing our investments prudently, in order to maximise support for our students and attract outstanding academics.





Dr Miranda Griffin, Senior Tutor



# Our Academic Priorities

## Our Aim

To provide a world-class education for our students, in a supportive environment where academic aspiration, diversity and welfare are promoted.

# Brilliance without barriers

St Catharine's prides itself on its ability to attract bright minds, and in the last four years applications to study at undergraduate level have risen steeply. Our recruitment achievements reached new heights in October 2017, when we received the highest number of applications relative to student places amongst all Cambridge colleges.

Our success in attracting applications means we must be prepared to help students of all educational and social backgrounds as they seek to fulfil their potential while here. We

are committed to promoting access and diversity, so that the College is representative of the society it serves. We share the University's commitment to ensuring that financial barriers should not be a deterrent for those applying to Cambridge.

We want to build on the extensive work of our Schools Liaison Officer, and encourage applications from any student who has the potential to thrive at one of the world's best universities.

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In common with all Cambridge colleges, St Catharine's has a fair and rigorous admissions process. Competition for places is fierce: using extensive data, we ensure that we are able to select the best and brightest students, regardless of background. Decisions are made purely on the basis of academic potential.

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## HOW DO WE GET THERE?

### ✦ **Collaborating with schools**

Enabling our Schools Liaison Officer to reach as many brilliant young people as possible, to raise their aspirations and encourage them to aim for a Cambridge education.

### ✦ **Funding student bursaries**

Strengthening our provision of bursaries to remove financial barriers for students.

### ✦ **Keeping accommodation affordable**

Refurbishing and expanding current accommodation to offer affordable, high-quality rooms for both undergraduate and postgraduate students.

# Fostering student wellbeing

Academic and extra-curricular achievement at St Catharine's is determined as much by a student's wellbeing as it is by their talents and work ethic. Only when our students feel healthy and content are they able to perform to the best of their abilities.

The professional expertise of our College Tutors, Nurse, Counsellors, Chaplain and Porters allows us to deliver high-quality care for the physical and mental health of our students. Their training provides them with the skills necessary to identify and support students with acute and immediate needs.

Pastoral care in College is possible through the generous donations of Members and friends. We aim to build on this service and further promote mental health and wellbeing throughout our community for all St Catharine's students.



## HOW DO WE GET THERE?

### ➤ **Creating a healthy balance**

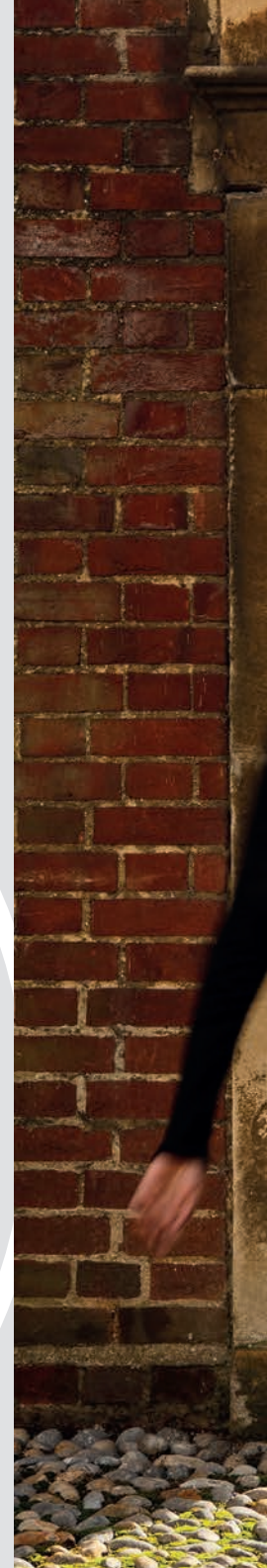
Fostering an environment that promotes a healthy balance between study and participation in extra-curricular activities.

### ➤ **Providing support**

Funding further pastoral care initiatives in line with leading professional practices.

### ➤ **Responding to individual needs**

Recognising and meeting the different needs of undergraduate and postgraduate students.







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“St Catharine’s deserves its reputation for being an open, friendly College, welcoming brilliant students from a range of diverse backgrounds. It is our responsibility to give every single one of our students the support they need to participate fully in university life and excel in their chosen field.”

DR MIRANDA GRIFFIN, SENIOR TUTOR





# Enriching College life

With more than fifty College clubs and societies from which to choose, students at St Catharine's have a wealth of opportunities to explore their talents and interests outside the rigours of their academic programme. Sports, music, arts and hobbies not only contribute to a healthy balance in the lives of our students, but also help to build lifelong friendships and community spirit.

We are committed to enabling our students to build a varied range of life skills so that they can engage fully with the wider world. In order to maintain this critical component of St Catharine's life, we must work to preserve and enhance our resources, facilities and staff support network.



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“The JCR feels the plans reflect the changes that students wish to see around College. The student-led approach in formulating these plans puts our concerns at the heart of this endeavour and we are confident that these changes will benefit students for generations to come.”

MUHAMMED KHAN,  
JCR PRESIDENT, 2017-18





## HOW DO WE GET THERE?

### ➤ **Endowing College posts**

Financing vital College positions, such as our Librarian, Chaplain and Director of Music, as well as projects essential to their work with students.

### ➤ **Increasing support for student groups**

Strengthening our sports clubs and societies by creating a dedicated fund.

### ➤ **Growing music scholarship**

Increasing the number of College choral and instrumental scholarships and awards.

# Leading in research

While St Catharine's prioritises the education and support of its students, our scholarly community plays an important role in contributing to the world-leading research taking place in all disciplines across the University. Students and Fellows of St Catharine's are involved at all levels in the research carried out in the University's departments and faculties. We are fortunate to have in our Fellowship many outstanding researchers, whose expertise and enthusiasm for their subjects attracts applications to the College from the very best students at undergraduate and postgraduate levels.

There continues to be much that we can do to enhance the research potential of our students and Fellows. The following profiles highlight just a small sample of the exceptional research currently undertaken by our Fellows.



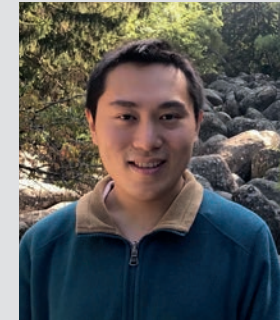
## **Dr Abigail Brundin**

is Co-Chair of the Faculty of Modern and Medieval Languages, and specialises in the literature and culture of Italy in the Renaissance and early modern periods. Her latest book, *The Sacred Home in Renaissance Italy*, explores how the home and the items in it were at the heart of Renaissance religion.



## **Professor Nick Morrell**

is Professor of Cardiopulmonary Medicine and Director of the Cambridge Heart and Lung Research Institute. He has published more than 200 papers and leads national and international genetic research projects, with a particular focus on the molecular mechanisms of pulmonary hypertension.



## **Dr Alpha Lee**

leads a Statistical Physics research group, combining science with statistical models to learn from big datasets, to discover new materials and drugs. Dr Lee's work is primarily analytical and computational, developing new statistical techniques to make sense of scientific data.





### **Professor William Sutherland,**

Professor of Conservation Biology, is considered a global leader in conservation best practice, regularly providing advice to governments on policy and practice. He researches bird population ecology, applying ecological data and models to understand conservation problems.



### **Dr Sriya Iyer**

is a development economist who studies the relationship between religion, economics and culture. Her latest book, *The Economics of Religion in India*, was published by Harvard University Press in October 2018.



### **Dr Mairi Kilkenny**

focuses her research on understanding the mechanism and regulation of DNA replication and its applications in the design of novel anti-cancer therapies, using state-of-the-art structural, biophysical and single molecule techniques .



## **WE WILL:**

- Establish fully endowed postgraduate scholarships to attract the very best research students to St Catharine's.
- Ensure that our Junior Research Fellowships, prestigious positions that often launch outstanding academic careers, are endowed, thereby ensuring that St Catharine's provides a sustainable home for exceptional early career researchers.
- Provide for a generous Research Fund so that our Fellows can secure financial support for conferences, research visits and to attract academic visitors to College. Such funds are often in short supply within University departments.
- Support major initiatives in areas of global interest, such as the recently launched initiative in Biosecurity, both to support the research agendas of our Fellows and to establish St Catharine's as a base for research innovation.









# Our Buildings and Spaces

## Our Aim

To execute a selective, planned renewal of buildings to support College operations, ensuring Members enjoy a high standard of living and access to state-of-the-art facilities, while also increasing opportunities for revenue generation.



# Revitalising our Hall

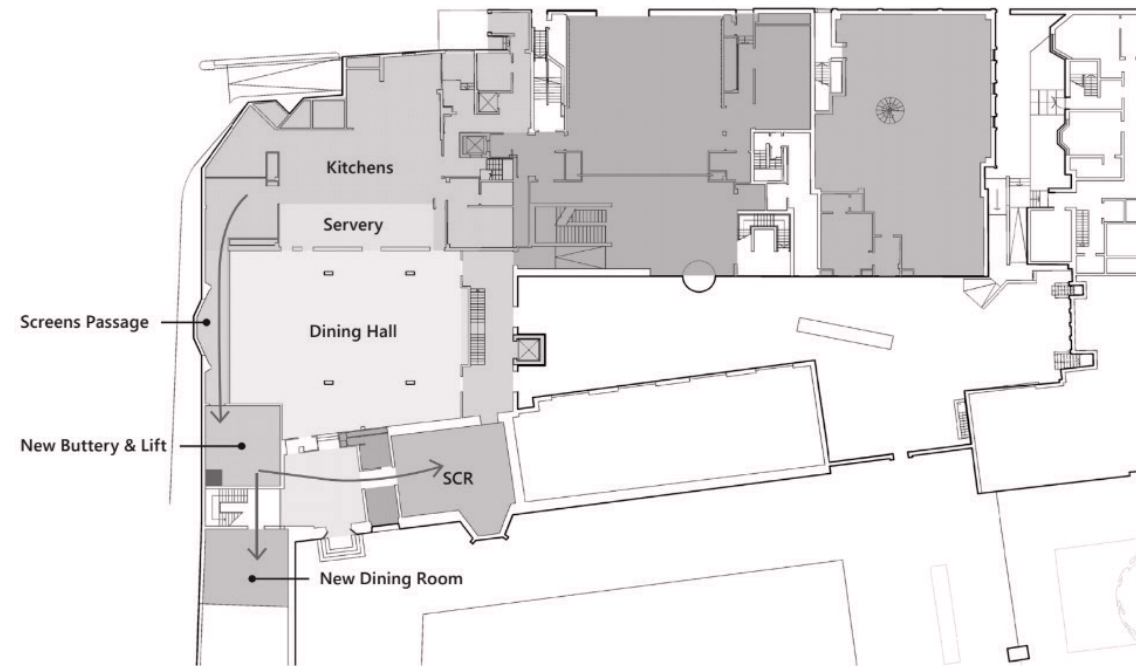
Our Hall and dining rooms are the core of College activity, where students and Fellows come together to build our community, and our Members gather to reminisce. At the time of their construction in the 1960s, these shared spaces helped to transform the College into the flourishing institution that it is today.

An extensive update and redesign would deliver a stylish, streamlined community space for our Members, Fellows and staff, essential to meet the needs of a 21st-century College. It would create a comfortable and attractive Hall, modern kitchen and cafeteria amenities, and a spacious and functional lobby, with well-planned and proportioned passageways.

Redevelopment in this area of the College would also create direct access to the Sherlock Library, with the construction of a dedicated staircase and lift from Chapel Court, re-establishing this beautiful 18th-century room as an inspiring study space for all.

At an estimated cost of £12 million, this project would complete the work initiated with the construction of the award-winning McGrath Centre in Chapel Court.

Proposed redevelopment of the Hall, kitchens, dining rooms and connecting spaces.  
(c) R H Partnership Architects 2017





## HOW WE PLAN TO IMPROVE THE COLLEGE'S CENTRAL SPACES:

### ➤ **Developing a new Hall Suite**

Refurbishing the Hall, kitchen, dining rooms and public spaces in this area to create an attractive and accessible suite of rooms to serve future generations of St Catharine's students and guests.

### ➤ **Renewing the Sherlock Library**

Reinvigorating this quintessential Cambridge study space through new connections to core College facilities and a focus on accessibility.

# Renewing accommodation

As with any historic buildings, there are significant challenges associated with ensuring that our student accommodation meets the rising standards expected of a modern university. Within these spaces, our students live, work, eat and socialise with one another. When students look back on their time at St Catharine's, our rooms provide the backdrop to some of their fondest memories.

We must ensure all students, both undergraduate and postgraduate, have access to facilities that create a healthy living, learning and working environment, and it is our goal to do so in buildings entirely owned by St Catharine's. We are also committed to increasing affordability and accessibility by improving the range of accommodation available in our buildings and halls.

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“Our Members know that our buildings play an important role in creating an atmosphere conducive to learning, fostering a strong sense of community and delivering our conference activities. Our plans will ensure that our facilities provide these benefits for many years to come. As well as accommodation, the central areas of College life – the Hall, kitchen, libraries and function rooms – are absolutely key to the St Catharine's experience.”

PROFESSOR PETER TYLER, PRESIDENT







## HOW WE PLAN TO IMPROVE COLLEGE ACCOMMODATION:



### ✓ Sherlock Court

Modernising the eclectic mix of buildings, including some of our most historic rooms, some of which date back to the 16th century.



### ✓ St Chad's

Adding 24 bedrooms, as well as generous communal study and social areas, to complement the existing and very popular second-year accommodation and green space, at an estimated cost of £6 million.

### ⬆ Hobson's

Refurbishing the suite of rooms within this much-loved building. Constructed in the 1930s, it has remained largely untouched since 1960.



### ⬆ 115 & 117 Grantchester Meadows

Creating a sense of community for students at our postgraduate accommodation sites – most recently through renovations at the former home of the late Gus Caesar (1933, Geography) in October 2018.



# A library for the future

With an open front to match our welcoming attitude, Main Court is the focal point of College life. As we continue to attract the best scholars, St Catharine's will need modern, purpose-built study spaces that complement our outlook, and an exciting concept sees the very heart of College as their setting.

The College has proposed a state-of-the-art library, to be built below Main Court – the first of its kind in Cambridge. This facility would offer the latest technological resources, a range of comfortable spaces for study and teaching, and ample room to house our special collections.

With an estimated cost of £11 million, this project would represent a truly transformational moment in the life of St Catharine's College, taking a resourceful approach to development that respects our historic buildings and boundaries, and setting a new benchmark for innovation across the University.



Suggested design for a new library from a feasibility study.







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“This work demonstrates our College's commitment to maintaining its position as a leading centre for teaching and research. The changes proposed will help to ensure that St Catharine's remains a desirable College to attend, and help to attract top applicants from any background, as well as deepening the bond between College and students. It is pleasing to see the College leadership are dedicated to supporting the student experience, and ensuring the next generation of leaders and researchers will look back at their time in College with pride.”

FRANCES ST GEORGE-HYSLOP & JONNY  
DAVIDSON, MCR CO-PRESIDENTS 2018-19





St. Catherine's College  
Cambridge  
Name: [unreadable]  
[unreadable]





# Our People

## Our Aim

To develop our people to best serve our  
College community.

# Developing the College community

St Catharine's is committed to providing its employees with the skills and tools they need to deliver the services and educational support expected of a world-class university. We take a community-wide approach to excellence, empowering our staff so that they, in turn, can support our students throughout their time with us.

In order to recruit and retain the best academic and administrative staff, we must offer regular opportunities for training and professional development, and provide the resources they need to fulfil their roles to the highest standard. In doing so, we strive to create a friendly, productive workspace, where our approximately 120 staff members and 65 Governing Body Fellows can flourish.

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“I have never thought of myself as someone who becomes attached to institutions, yet I have become very involved with St Catharine's and feel very affectionately towards it. My relationship with the College – and that means of course with the people in it – is enormously important to me. I feel a sense of belonging, and belonging to the College community is like belonging to a family: something one cares about and derives support from.”

DR JOHN THOMPSON, EMERITUS FELLOW





## WE WILL FOCUS ON:

### ➤ **A new approach to leadership**

Transforming our organisational structure under the management of a new Operations Director.

### ➤ **Training opportunities**

Expanding the training opportunities available to Fellows and staff.

### ➤ **Promotion and staff development**

Adhering to transparent, equitable processes for career development and promotion of staff.

### ➤ **Work-life balance**

Promoting a healthy balance for our staff by providing social and recreational opportunities within College.









# Our Financial Priorities

## Our Aim

To expand the College's revenue base, building up our endowment and managing our investments prudently, in order to maximise support for our students and attract outstanding academics.



# Strengthening College finances

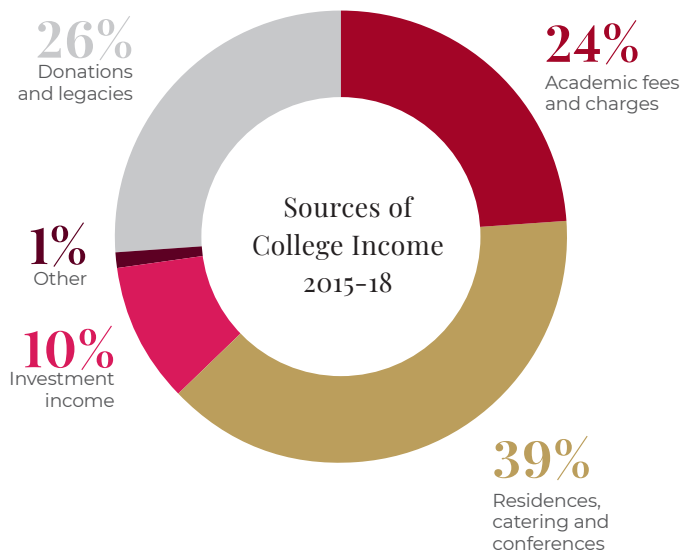
Our last fundraising campaign did much to strengthen the College through investment in facilities and services, and new funds for teaching posts. Our endowment of £72m is a source of income for both present and future generations of Members, but its value ranks us within the bottom third of Cambridge colleges. St Catharine's is a charity that relies on the generosity of our alumni and extended community to provide many of the opportunities presently available to our students and Fellows. If we are to fulfil the ambitions set out in our strategic plan, then we must have the financial means and measures to deliver on them.

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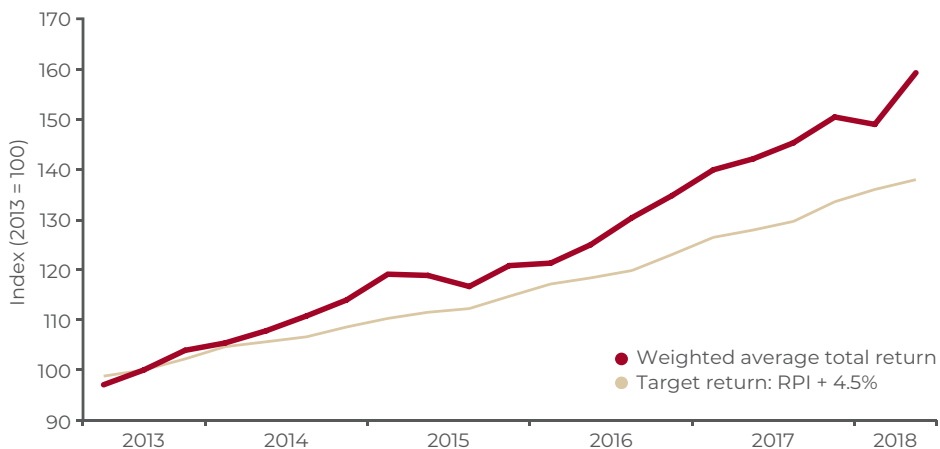
“As an ambitious College serving 700 students, there are many calls on our limited resources. In addition to our duty to the present generation, we are also custodians of St Catharine's for the benefit of future generations. In balancing these various demands, we must continue to manage income and outgoings, buildings and investments, and our human capital, prudently and intelligently.”

SIMON SUMMERS, BURSAR





Investment Performance 2013-18



## HOW DO WE GET THERE?

- **Increasing the College's endowment**  
Bolstering our financial position substantially by adding £20m+ to our endowment, with new funds for specific purposes such as undergraduate bursaries and research.
- **Improving investment returns**  
Committing more time and effort to managing the investment portfolio, with careful selection and monitoring of managers, including the Cambridge University Endowment Fund.
- **Exercising prudent financial management**  
Continuing to plan carefully and work diligently to balance today's needs with those of the future.
- **Developing complementary revenue streams**  
Making better use of our facilities to generate additional conference and hospitality revenue. Building projects will be developed with such uses in mind, while always placing the needs of students and Fellows first.





# Our Members

We remain incredibly grateful to the St Catharine's community, whose contributions – be it in time, expertise or donations large and small – have been the bedrock of our success to date.

Our Members speak often of their commitment to the College's guiding principle: the provision of a first-rate educational experience, balancing academic excellence with student wellbeing, for the benefit of all. Outstanding teaching and research, a generous bursary scheme, a rich selection of sports and societies, and stewardship of our historic buildings are its essential ingredients.

Building on the success of recent years, the Alumni and Development Office, with the full support of the College Fellowship, is now focused on fundraising in support of the goals outlined in these pages. It has set a bold target of raising £50 million to further the College's legacy as a centre for learning and innovation.

Such an achievement will only be possible with the continued support of our Members. The next phase in the history of St Catharine's will be one of tremendous change. We hope you will share this journey with us.









# Our Project Plans and Priorities

Realising the goals set out within the preceding pages requires a substantial investment in both physical and human capital. Some projects will be funded by existing investments and revenue, but only with the philanthropic support of our community will the College achieve every ambition.



The projects listed below are our most immediate priorities, for which we will be seeking the philanthropic support of our community.



## Our Academic Priorities (pages 9-17)

Bursaries  
Research  
Chapel, Library and Music  
Sport  
Wellbeing  
Widening participation

**£30m**



## Our Buildings and Spaces (pages 19-25)

The Hall Suite  
St Chad's  
Hobson's

**£20m**

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“I am proud to be a Member of St Catharine’s and I have been very pleased by the College’s progress in recent years. This strategic plan – initiated by the Master, led by the Fellowship and involving all sections of our community – is bold, comprehensive and rigorous. The realisation of the aims set out over the preceding pages will safeguard the College’s unique character and strengthen its reputation both within Cambridge and further afield. On behalf of all members of the College’s Campaign Advisory Board, I am delighted to endorse this plan to you.”

SIR HARVEY MCGRATH, HONORARY FELLOW; CHAIR OF THE COLLEGE’S CAMPAIGN ADVISORY BOARD; CO-CHAIR OF THE CAMPAIGN FOR THE UNIVERSITY AND COLLEGES OF CAMBRIDGE









**St Catharine's College**  
University of Cambridge

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The College is a registered charity, number 1137463



Part of the campaign for the  
University and Colleges of Cambridge