



Kellogg College
University of Oxford

Annual Report and Financial Statements

YEAR ENDED 31 JULY 2020



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Foreword



2019-2020 was another successful year for Kellogg. In March 2020 just before the Covid-19 pandemic lockdown, local MP Anneliese Dodds visited Kellogg and met with various College members, including Dr Martine Abboud as part of a national scheme pairing politicians with scientists. We had a series of talks and other events with our Artist

in Residence, Oscar-winning writer and director Kenneth Lonergan. And our then newest Fellow, HRH the Prince of Wales visited and spoke about the honour of having been made a Kellogg Fellow and his delight at the success of our new Global Centre on Healthcare and Urbanisation, which comprises Oxford academics working globally, including from the team in Thailand led by Kellogg Fellow Professor Nick Day.

As for other colleges, the lockdown led to events being postponed, including visits by Birkbeck President, Baroness Joan Bakewell; former Secretary of State for Business, Innovation and Skills, Sir Vince Cable; and La June Montgomery Tabron, President and CEO of the WK Kellogg Foundation. (These have been rescheduled as virtual events in 2020-21 followed by in-person visits in 2021-22.)

Kellogg had been engaging with students virtually prior to the pandemic, with a Digital Strategy having been developed and approved by Governing Body. Our Hilary Term 2020 student Progress meetings used a blended approach of in-person and online meetings, recognising that at any given time the majority of our students will be outside Oxford. Having the physical IT capacity, and more importantly the mindset of appreciating that many we wish to engage with will be outside Oxford, put Kellogg in a strong position to conduct student Progress meetings in Hilary Term 2021 wholly online.

In 2019, Kellogg sponsored the Centenary Commission on Adult Education, created to report a hundred years after the November 1919 Report on Adult Education from the Ministry of Reconstruction – established during the First World War to advise on how the country might recover from such a major crisis. The 1919 Report led to a huge extension of adult education, which up until then had been pioneered by the University of Oxford. As with the 1919 Report, the Commission publishing the November 2019 Report was chaired by the Master of Balliol; it included Kellogg Fellow Lord Bilimoria

(currently Confederation of British Industry President). The Centenary Commission was created through a series of meetings at Kellogg with the Workers Educational Association (WEA), the Co-operative College and others involved in lifelong learning in Britain; this also launched the Adult Education 100 campaign, whose Patrons include Kellogg alumna Ruby Wax OBE. Following the November 2019 publication, Kellogg has continued to promote the Report's recommendations through a series of meetings and other events.

Following HRH's March 2020 visit to Kellogg's Global Centre for Healthcare and Urbanisation, it was agreed to create a Commission on Creating Healthy Cities. This was subsequently launched, chaired by Lord Best and including Kellogg Fellows Dr Kamal Mahtani, Sir David Brown, and Lord Bilimoria; an International Advisory Board is chaired by Lord Crisp and includes Kellogg Fellows Dr Phumzile Mlambo-Ngcuka, Executive Director of UN Women, and La June Montgomery Tabron.

In 2019-20 it was agreed that one of the Governing Body Fellows should take responsibility for promoting the interests of Black, Asian and Minority Ethnic (BAME) members of College, and for ensuring that issues related to race and racism are engaged with positively as a matter of course across College life, and this has been taken forward subsequently.

During 2019-20 the College continued to be active on matters of environmental sustainability, receiving an NUS Green Impact Gold Award in September 2019 (repeated in 2020), and moving from 3rd to 2nd place in the Veggie Norrington Table. Again, this agenda has been taken forward subsequently, including through creating an Environmental Sustainability Committee and appointing a Governing Body role of Environmental Sustainability Fellow.

During 2019-20 Kellogg indicated we would be pleased to increase our annual intake of full-time graduate students to help to deliver the University's Strategic Plan in this regard, provided that our College grounds could be extended concomitantly, and this has since been taken forward positively. Thus, 2019-20 was a successful year and laid the basis for future developments in terms of our academic life, social impact, and College facilities which will continue to enhance the College experience for our whole community.

Professor Jonathan Michie
President, Kellogg College

The response to the Pandemic by all at Kellogg has been tremendous

Executive summary



2019-20 saw an 8% increase in Kellogg’s student numbers to 1,277 at the MT19 student census (1,180 in MT18), with 1,008 part-time students and 269 full-time. The total of 1,277 consisted of 234 postgraduate research students, 1,021 postgraduate taught students, and 22 taught non-Master’s students.

After accounting and reserves adjustments, the College posted an in-year operating deficit of £254k, reflecting Covid-19 related income losses. Actual income recorded was £4,164k following the decision to re-invest £515k of income from endowment. Expenditure was £4,967k.

The College had 48 Official Fellows in the year (48 in 2018-19), plus 28 Supernumerary Fellows, 33 Visiting Fellows, 12 Research Fellows, 27 Emeritus Fellows and 9 Honorary Fellows.

Highlights

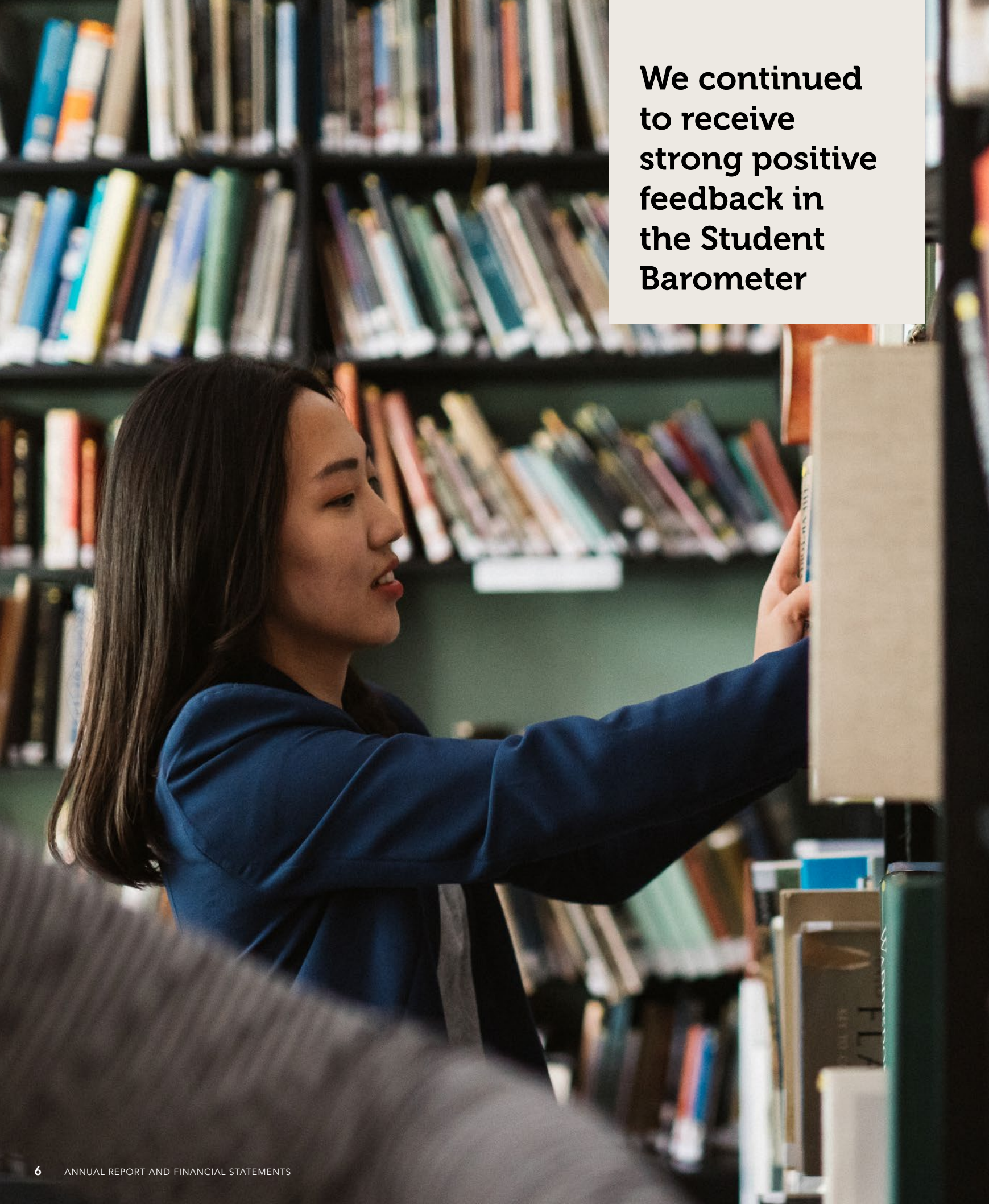
The 2019-20 year was severely affected by the outbreak of the Covid-19 pandemic at the end of Hilary Term 2020, requiring the College to adjust immediately to a different way of working. Restrictions led to losses of revenue from rents and commercial activities, including conference activity.

The College celebrated its 30th Anniversary in March 2020. The College hosted a visit by our Bynum Tudor Fellow, His Royal Highness the Prince of Wales, to be advised on the launch of our Global Centre on Healthcare and Urbanisation in partnership with the Prince’s Foundation.

Kellogg was invited to submit a joint proposal with Reuben College to create additional student accommodation between the Banbury and Winchester Roads. The proposal was submitted to the University in Trinity Term 2019 and we are now working with Reuben College, Hertford College, and the University to progress the scheme.

The College continued to receive strong positive feedback in the Student Barometer survey in 2019-20. We use these survey results to help identify areas where we can improve our practices and the student experience, and prepare an annual action plan for this purpose.

Kellogg completed the main programme of refurbishing the buildings on the Norham Manor site, with significant works to the roofs, windows and exterior of the buildings at 60 and 62 Banbury Road.



We continued
to receive
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Barometer

Achievements and performance in 2019-20



Kellogg and Covid-19

It is not possible to report on the 2019-20 year without recognising the massive impact of the Covid-19 pandemic. The response by Kellogg students, staff and members has been tremendous and enabled aspects of learning to continue in a supported manner.

Towards the end of Hilary Term College staff moved to a completely new way of working virtually overnight with all functions and key operations being maintained to a high standard. Staff who were unable to maintain their normal role continued to support the College through accepting temporarily revised contracts or, in some cases, adopting alternative roles.

Despite the Covid-19 outbreak, 2019-20 delivered a series of successful opportunities for Kellogg College in its 30th anniversary year; the number of students supported increasing to 1,277 plus a further 240 students suspended or awaiting examinations or results. Positive feedback was also received through the Student Barometer.

Student offering and support

Kellogg adopts a variety of mechanisms aimed at identifying areas for potential improvement to the student offering, devising a strategy and implementing actions to address these.

- i. **Continuous improvement of administrative experiences for Kellogg students:** Each of the operational teams has an appointed team leader who reviews the teams' operations and seeks improvements where necessary. During 2019-20, the new IT Manager settled into the role and implemented a range of measures aimed at ensuring students receive strong IT support. They also reviewed the security and fitness-for-purpose of the College's networks and key IT systems. A student and members IT survey was introduced, providing feedback for immediate consideration and a benchmark for running the survey in future years.
- ii. **Introducing the Digital Strategy Committee:** Implementing the College's Digital Strategy was initiated, under the guidance and supervision of a new Digital Strategy Committee. The College moved towards delivering a balance of online digital options and events, in addition to in-person and took a significant step forward through implementing the MS Teams and Zoom digital platforms.
- iii. **Additional study spaces:** The College's physical Library and study space received further improvements with the introduction of more workspaces with dedicated lighting and physical and wireless access to databases and the internet. The College continues to look for opportunities to increase the capacity for learning spaces and IT provisions.



iv. **Sports and Recreation Provision:** Kellogg continues to work with the student body to look for ways of identifying new opportunities. During the year momentum developed towards creating three new sports clubs for Kellogg – cricket, tennis and running. Although hindered by the pandemic, many students remain at Kellogg and still anticipate developing the new clubs. Having achieved a significant up-take of the Kellogg ‘corporate’ membership at the University Sports Club gym, the College extended its arrangement to include use of the Iffley Road swimming pool too, extending the free-to-use provisions available to all Kellogg students and members.

A fine fellow

In 2019 we were delighted to offer HRH The Prince of Wales a Bynum Tudor Fellowship and in accepting the award, The Prince of Wales said:

“It gives me great pride and pleasure to accept this Bynum Tudor Fellowship, and I would like to express my particular gratitude to Kellogg College in presenting me with this significant honour.”

On a visit to the College in March 2020, he formally received the award in recognition of his championing of sustainability and community in approaches to urban development over the last 30 years.



Prior to the presentation, The Prince of Wales met with Kellogg President Jonathan Michie and was introduced to other Bynum Tudor Fellows. He then visited The Hub, where he met Kellogg students, academics, and alumni of the University of Oxford’s graduate programmes in Sustainable Urban Development and Evidence Based

Healthcare, who are at the forefront of the College’s new Global Centre on Healthcare and Urbanisation.

The Prince had previously visited Kellogg in 2017, just after the opening of The Hub – the University’s first building constructed to Passivhaus standards of sustainability. Welcoming his return visit President Professor Jonathan Michie said:

“Each year Kellogg appoints one additional Bynum Tudor Fellow. We are absolutely delighted this year to be honouring, because of his tireless work promoting sustainability and wellbeing, His Royal Highness, The Prince of Wales.”

The Bynum Tudor Fellowship was established in 2004 as part of the College’s mission to engage with influential thinkers and experienced practitioners in business, policy making, and culture, and is named in honour of the late North Carolina community leader Bynum E. Tudor Jr. and Mrs JoAnna Tudor.

Other Bynum Tudor Fellows include Archbishop Desmond Tutu, entrepreneur Lord Bilimoria, industrialist Sir David Brown, Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women Phumzile Mlambo-Ngcuka, Director of the McCall MacBain Foundation Marcy McCall MacBain, and businessman and educationalist Dr Ralph Walter.



Launch of the Global Centre on Healthcare and Urbanisation

During The Prince of Wales’s visit the new Global Centre on Healthcare and Urbanisation was launched, which is supported by The Prince’s Foundation. The Prince said:

“I could not be more delighted with the formation of the new Global Centre on Healthcare and Urbanisation – a partnership between Kellogg College and my Foundation. The impact of urbanisation on human health, on wellbeing, and prosperity are so clear that it is surprising, to say the least, that very little research seems to exist in this area. The Centre’s potential though for convening and coordinating evidence-based research that makes the connections between urban form and human health could not, therefore, be more timely and critical.”

The Prince went on to remark upon the prominence of social prescribing as an area of focus for the Centre, reflecting exactly issues addressed by his Foundation’s Health and Wellbeing Centre at Dumfries House in Scotland.

Simon Sadinsky, deputy Executive Director of The Prince’s Foundation, said the work of the Global Centre could not come at a more critical time. He said:

“The work at the centre is going to be crucial in understanding how these two disciplines are interlinked in the daily lives of millions of people. Globally, the population is growing, ageing, and increasingly located in urban centres. With this demographic shift comes great challenges and with poor urban development comes poorer health outcomes from air pollution and housing-related health risks.

“There is a growing realisation that where you live is just as important to your health as diet and exercise. Urban development is therefore key to realising the potential for towns and cities to be health-generating places.”

Kellogg Fellow Professor Carl Heneghan, co-director of the Global Centre of Healthcare and Urbanisation, said:

“Never has it been so important to understand the link between our surroundings and our health. We are witnessing the most dramatic of convergences between environmental, economic, and social global crises to create a perfect storm. An increasing proportion of the world’s population are becoming city dwellers, likely to reach 70 per cent by 2050 – that’s 2.5 billion more people living in urban areas than today.”

Find out more about the Global Centre on Healthcare and Urbanisation www.kellogg.ox.ac.uk/kellogg-centres/global-centre-for-healthcare-and-urbanisation/



Achievements and performance (continued)

Kellogg adds its voice to the future of lifelong learning

As soon as the spring lockdown was announced Kellogg staff worked to move scheduled events to online platforms. In April 2020 a series of four open, online seminars were programmed, championing the need for a national strategy for adult education and lifelong learning.

The seminars built on the work of the Centenary Commission that reported at the end of 2019, and highlighted the need for a national and global strategy in this area. The Commission's work echoed the 1919 Report of the Ministry of Reconstruction that led to the growth in provision of adult education and lifelong learning over the subsequent decades. Yet just when this is needed more than ever – with growing life expectancy, technological and industrial disruption, and societal challenges demanding discussion and debate – the Commission fears that lifelong learning is being neglected.

Kellogg President, Professor Jonathan Michie, served as Joint Secretary and Research Director to the Commission, and Visiting Fellow Melissa Highton and Bynum Tudor Fellow Lord Bilimoria sat as commissioners. They articulated the College's commitment to lifelong learning, and its importance in industry and commerce, as well as society at large.

"We saw aspects of the 1919 report that resonated for us today," explained Jonathan. "Peace and international cooperation were paramount concerns then, climate change is the pressing issue today. The campaign for gender equality still has objectives to achieve while our recognition of economic and social inequality extends into race, disability, sexuality, and social origin. The 1919 Report's conviction that adult education can help heal fractured communities and foster a healthy democracy echoes down the years, helping communities to find a voice to influence local and national debate, and counteract a feeling of being 'left behind'. And new technologies – Artificial Intelligence in particular – promise to change the employment landscape, make some jobs redundant and demand new skills of the current generation of workers."

The seminar series addressed these themes. Over four weekly online events, the sessions communicated the latest evidence and thinking, discussed the issues, and resolved on action globally to improve wellbeing locally.

Alongside Professor Michie and Lord Bilimoria, alumna Ruby Wax added another Kellogg voice.

Find out more about the Centenary Commission's work by visiting www.co-op.ac.uk/adulteducation100.

30 years of Kellogg College

2019-20 saw Kellogg celebrate its 30th anniversary. In just 30 years Kellogg has developed a strong community based in the delightful Norham Manor Estate in North Oxford. Many celebratory plans were sadly postponed due to the Covid-19 pandemic.

However, the future for the College is bright. In 2019 Kellogg was invited to bid for an exciting opportunity to significantly expand the College site. After a successful initial bid Kellogg started working with Reuben College on a joint proposal involving up to 150 new student rooms and this will be submitted through the University governance and decision-making procedures in 2020-21.

Artist in residence

The author, playwright, Oscar winning screenwriter and film director Kenneth Lonergan, became a Visiting Fellow and Kellogg's first Artist in Residence. Kenneth's body of work includes films such as You can Count on Me, Margaret (extended edition), Gangs of New York and the Oscar and BAFTA winning Manchester by the Sea, plays: This is our Youth, The Waverly Gallery, Lobby Hero and The Starry, as well as television screenplays including the BBC's production of Howards End.

As Artist in Residence, Kenneth raised the profile of the creative arts within Kellogg and encouraged wider and deeper inter-disciplinary discussion and engagement within the student body.

Kellogg College scholarships and awards

Kellogg maintains a programme of Scholarships together with the opportunity for student to bid for research and travel awards during their studies. The College also offers hardship awards for students experiencing unexpected financial issues during their studies. Kellogg continues to seek additional support to enable the scholarship programme to expand, and in 2019-20 secured funding from the Naji Foundation to support an additional full scholarship to a student on the Evidence Based Healthcare programme.

"The scholarship helped me grow as a person as well as help my career aspirations. Studying here, in this challenging, but also nourishing environment, I grew as a person and a scientist beyond what I thought possible."

Achievements and performance (continued)

“Thank you for providing me with the opportunity to live and study in Oxford. Not only it has been an excellent academic experience, but a truly transformative personal journey as well.”

Kellogg members’ activities

During the year there have been a number of notable achievements for the College and its members including:

President elected chair of the Universities Association of Lifelong Learning

Professor Jonathan Michie, was elected Chair of the Universities Association of Lifelong Learning (UALL) at their AGM. UALL brings together the vital work that UK universities do in the areas of adult and continuing professional education, civic engagement, and lifelong learning. It plays a leading role in national and international policy formulation, advocacy, research, scholarship, and practice in lifelong learning and continuing education.

Professor Michie, who is also Joint Secretary and Research Director of the Centenary Commission on Adult Education, said on his election, “We are in the midst of the greatest crisis nationally and globally since the Spanish Flu epidemic of 1918. That was followed in 1919 by the Ministry for Reconstruction’s Report on Adult Education, which argued that lifelong learning for all was vital to debate the great challenges facing society, for the changing world of work, and to ensure the electorate could distinguish political argument from demagoguery. That Report led to universities establishing departments for continuing education which, working with local authorities and others, created a fantastically successful development of community and adult education. In time, this led nationally to the formation of the Open University and, at Oxford, to the establishment of Kellogg College.

The same vision and determination are needed today, and UALL will need to work with all universities and colleges, local authorities and employers, the WEA and other groups, to create the sort of educational opportunities that ensure no communities or individuals are left behind, companies and other organisations are resilient and innovative, and people’s welfare is supported by the ability to engage with educational opportunities at different stages of their lives.”

Carl Heneghan wins Lifetime Achievement Award



Kellogg Official Fellow Professor Carl Heneghan was awarded a Lifetime Achievement Award in the Medical Sciences Division’s Teaching Excellence Awards 2019. Professor Heneghan is Director of the Centre of Evidence-Based Medicine and Director of Programs in Evidence-Based Healthcare, as well as a Director of Kellogg’s newest Centre, the Global Centre on Healthcare and Urbanisation. He received the award “in recognition of his unwavering commitment to the teaching of Evidence-Based Medicine, the impact of his leadership in Evidence-Based Medicine education and his educational outreach activities, and the outstanding care and support he offers to students.”

Professor Niki Trigoni wins CTO of the Year at the Women in IT Awards

Niki Trigoni is Professor of Computing Science at the Department of Computer Science, Oxford. Her interests lie in intelligent and autonomous sensor systems with applications in positioning, healthcare, environmental monitoring, and smart cities. She was presented the award in January for “...demonstrating a passion for exploring business use of technology” and for having “...a direct impact on productivity within the healthcare sector.”

The Women in IT Awards series aims to tackle the issue of gender imbalance in the tech industry by showcasing the achievements of women in the sector and identifying new role models.

Achievements and performance (continued)



Harrison Kieffer adds to family’s rowing accolades

In March 2020 Harrison Kieffer (MSc Software and Systems Security) realised an ambition. After hours of dedicated training, he competed in the victorious Oxford University Lightweight Rowing Club’s Blues boat against Cambridge.

Harrison comes from a long line of rowers – his great uncle won gold in the 1932 Olympics as part of the 2+ team – and was introduced to the sport at an early age by his father. Harrison went on to row for his school, St. Joe’s Prep and Mercyhurst University in the US.

After spending a semester as an undergraduate in Cambridge, Harrison enjoyed the British style of learning and so chose to come to the UK for his Master’s. He applied to Oxford to study the part-time MSc in Systems Security, having had excellent reports from colleagues who had already taken the course.

Thanks to support from his employers, Harrison got his visa and moved to the UK, basing himself in Oxford with a view to trialling for the OULRC Blues team. This has meant balancing his training commitments with his commute to London four times a week, where he works for a finance firm in their cyber security team.



Harrison commented:

“It has been a difficult balance between school, work, and rowing but I wouldn’t have it any other way; it has helped me adjust to living abroad and keeps me focused. The rowing team has also helped me become more connected to the University, as I have befriended teammates from different fields of study and colleges.”

Kellogg Emeritus Fellow, Professor Malcolm Airs receives OBE

Awarded to Malcolm for his services to the historic environment, conservation, and education in the 2019 Queen’s Birthday Honours List, the OBE was presented at an Investiture in the Ballroom at Buckingham Palace.

Students Against Corona

At the start of the first national lockdown in March 2020 Kellogg student Frederik Filz von Reiterdank and his two co-founders, set up a volunteer group to carry out errands and deliver food parcels to people self-isolating.

Achievements and performance (continued)



Frederik, (MSc in Computer Science), set up the group Students Against Corona, after his grandmother had problems with food deliveries in the Netherlands.

Frederik told us, “The more people we talk to, the more we’ve realised the extent to which they and their communities have already been affected by this crisis, for instance business owners shutting down and in need of food packages, and grandparents not getting their medicine.” Volunteers, who worked in pairs, offered services from walking dogs to chatting on the phone.

George Messum receives second Blue

Kellogg Student George Messum was named Captain of the Oxford University Rugby Blues for 2020. George (MSc in Software and Systems Security) began his rugby career at Leighton Buzzard RFC, moving on to play for the Northampton Saints Academy, as well as Bedford Blues.

During his time as an undergrad at Loughborough University, he gained international honours as Captain of England Students.

This is the second time George has received a Blue, his first being in the 2014 Varsity Match, which was followed by the Men’s Blues Captaincy for 2015. After graduating he played semi-professional

rugby for Chinnor RFC in Thame and Old Elthamians RFC in National League 1, before returning to study in 2019.

From lab bench to backbench

Dr Martine Abboud, Kellogg Junior Research Fellow and member of the Schofield Group at the Department of Chemistry swapped a lab coat for legislation in 2020 when she visited the Houses of Parliament and Whitehall for a week in Westminster, as part of a unique pairing scheme run by the Royal Society with support from the Government Office of Science. The Royal Society’s pairing scheme aims to build bridges between parliamentarians, civil servants and some of the best scientists in the UK.

During her visit, Dr Abboud shadowed Anneliese Dodds MP (Oxford East) to learn about her work. As well as attend seminars, panel discussions and a mock Select Committee about how evidence is used in policy making. The visit gave Dr Abboud a behind the scenes insight into how policy is formed and how her research can be used to make evidence-based decisions. It also gave Dodds MP the opportunity to investigate the science behind her decisions and improve their access to scientific evidence.

Sir Venki Ramakrishnan, President of the Royal Society, said, “It is crucial that we invest in the relationship between scientists and



Achievements and performance (continued)

politicians, so that either profession can articulate and appreciate the pressures confronted by both. The Royal Society Pairing Scheme does just this, endowing scientists with a fascinating insight into parliament, and connecting policymakers with the best innovative thinking in the world, and in the process, enabling both to draw from and engage with the mutual expertise needed to address the challenges of our time.”

China’s Forbes 30 Under 30 list

Kellogg student Runsun Chen was named in 2019’s Forbes 30 Under 30 China list which names young entrepreneurs, entertainers, sports people, technicians, researchers, and members of the Arts, who currently lead the way in their field.

Runsun was the principle investigator of China’s first research project on group based psycho-education for bipolar in-patients. Runsun and his team found that brief group-based psycho-education programs can improve bipolar patients’ social function, and reduce recurrence and readmission rates. Their programmes have been implemented in various local communities in Beijing, benefiting bipolar patients across the region.

Runsun also led the first team to investigate the healthcare and mental wellbeing of the Chinese transgender population. Based on their findings, Runsun and his colleagues reported to Chinese policy makers and regulatory bodies, the need to respond to the inadequate access to information; the need to provide non-discriminatory, safe, gender-affirming interventions in relation to mental health issues within the community; and the need to improve the medical environment for the transgender population in China.

The Bodleian Libraries awards prize to Sylee Gore

Kellogg student Sylee Gore was awarded the Colin Franklin Prize for Book-collecting 2019-20 by the Bodleian Libraries. The Bodleian Libraries award the prize each year to a student of the University of Oxford for an essay about a treasured book collection. The prize is through the generosity of Mr Anthony Davis and named after the late Colin Franklin, bibliographer and book collector.

Sylee (MSt in Creative Writing) received the prize for her essay ‘Self-portrait of a city in print: Berlin 2001-2010’. A diverse collection, principally of photographic books, recapturing ten years in the life of the city. The judges praised this in-depth examination of a particular place and time, recaptured and preserved in the books collected.

Kellogg Scholar Genevieve Cain wins MSc dissertation prize

Genevieve (DPhil in Archaeology) who is supervised by Kellogg Fellow Dr David Griffiths and Dr Andy Seaman, was awarded the annual prize for her MSc Dissertation entitled – Exploring the Kingdom of Brycheiniog: An integrated archaeological approach in an early medieval landscape. The dissertation drew heavily on Genevieve’s background in geography, and the natural environment, in order to identify and understand indicators of early medieval activity in the rural Welsh region.

Every year the Cambrian Archaeological Association awards a senior prize for the best undergraduate or master’s dissertation on the archaeology (broadly defined) of Wales and the Marches. The prize is named after the late Blodwen Jerman, a long-standing Member of the Cambrians and keen supporter of Welsh history and archaeology.

On receiving the award, Genevieve said:

“This is such a tremendous honour and I am so grateful to receive this prestigious prize. It is such a boost to my confidence, certainly as I build upon this initial research in far greater detail for the DPhil. I continue to be ever so grateful for support that I have received so far from the CAA, my supervisors and Kellogg College – thank you!”

Neville Gibbs wins Gillian Nicholls Prize

Kellogg student, Neville Gibbs, won the Gillian Nicholls Prize for his dissertation, Diagnostic accuracy of viscoelastic point of care identification of hypofibrinogenaemia in cardiac surgical patients: A systematic review.

The Gillian Nicholls Prize is awarded by the Department of Evidence-Based Healthcare, to a student whose dissertation they deem to be outstanding.

Clinical Professor Neville Gibbs, who is an anaesthetist in his home country of Australia and a part-time student at Kellogg, completed an MSc in Evidence-Based Health Care. On receiving the Gillian Nicholls Prize he said, “For me, being awarded the Gillian Nicholls Prize was a source of great surprise and delight, which I will always cherish. I hope it will be a source of encouragement to all others undertaking an MSc dissertation at a later stage in their career.”

We've moved forward with site expansion and enriching Kellogg's green spaces

Future plans



The Kellogg Site

During 2019-20 Kellogg completed a programme of renovation and refurbishment works on our properties and developed a 30th anniversary fundraising campaign to enable the transformation of the College grounds. Kellogg has certainty of the buildings at 64, 58 and 58A becoming available for use in around three years, and has strong hopes for the proposal to increase the College's footprint to the west of the Banbury Road. Bringing these buildings into operation will introduce up to 75 more student rooms, significant additional study space and student recreational space, and opportunities for Kellogg's conference and teaching space capacity.

Kellogg will look to build on the positive experiences gained in delivering online and digital presentations and events such that, once the Covid-19 restrictions are lifted, the College will seek to deliver a blended programme of online and in-person activities.

Enriching the College's gardens

At Kellogg we are looking to enrich the College's environment and nurture the wellbeing of our entire community, and it's our vision to transform Kellogg's green spaces into a varied and flexible series of interconnected gardens fit for the 21st century.

To help us deliver this, we are delighted to be working with Andy Sturgeon – a leading figure in British landscape design, and winner of numerous gold medals and Best in Show awards at the RHS Chelsea Flower Show. Andy's belief that gardens improve both the environment and quality of life are fundamental concepts that run throughout his entire scheme for our site. His designs creatively reimagine our green spaces while remaining sensitive to the site's rich history.

If you would like to be part of these transformational changes there are many ways to get involved. From general donations to supporting an entire garden, you can help enrich the lives of students at Kellogg, both now and for generations to come.

To find out more about the opportunities available or to discuss the scheme in more detail, please contact: Rebecca Baxter, Director of Development: rebecca.baxter@kellogg.ox.ac.uk

Royal Charter

During 2019-20 the Governing Body reviewed the College regulations, statutes and standing orders, and agreed revisions to the University regulation governing the College. During this process the Governing Body recognised that the College continues to seek Royal Charter status.

Governing Body, Officers and Advisers



Governing Body, Officers and Advisers (continued)

Members of the Governing Body

University Council regulations 10 of 2002¹ empowers Kellogg's Governing Body. The members of the Governing Body during the year or subsequently, are detailed below. During the year the Governing Body was supported by nine committees: the membership of these is shown below for each Fellow.

		Academic Committee (including JRF ¹ , Scholarship ² , and Sports ³ Sub-committees)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee	Finance and Resources Committee	IT Committee (including Digital Strategy Committee ⁴)	Nominating Committee	Site Committee (including Garden ⁵ Sub-committee)
Dr Nihan Akyelken										5
Dr Matthew Amengual										
Dr Shreya Atrey	Started MT19									
Dr Idalina Baptista										
Dr Jason Bell	Started MT20									
Professor Tom Buchanan										
Professor David Beard		2								
Dr Pedro Bordalo										
Dr Sandie Byrne										
Professor Jim Davies										
Dr Maarten De Vos	Left MT19									
Dr Sean Duffy										
Dr Dace Dzenovska		2								
Dr Elizabeth Gemmill										
Dr Nazila Ghanea										
Professor Jeremy Gibbons										
Professor David Griffiths										5
Dr Jonathan Healey										
Professor Carl Heneghan										
Dr Judith Hillier										
Professor Therese Hopfenbeck	Started MT19									
Dr Debbie Hopkins										
Dr David Howard										
Dr Christine Jackson										
Dr Bige Kahraman										
Dr Yasmin Khan										
Dr Javier Lezaun										
Dr Andrew Markham		1,2								
Professor Andrew Martin										4

¹ Weblink: <http://www.admin.ox.ac.uk/statutes/regulations/516-122.shtml>

Governing Body, Officers and Advisers (continued)

		Academic Committee (including JRF ¹ , Scholarship ² , and Sports ³ Sub-committees)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee	Finance and Resources Committee	IT Committee (including Digital Strategy Committee ⁴)	Nominating Committee	Site Committee (including Garden ⁵ Sub-committee)
Dr Ivan Martinovic		3								
Professor Jonathan Michie										
Dr David Mills		1								
Dr Marek Naczyk										
Professor Alis Oancea		1								
Dr Matthew Perkins										
Professor Chris Pugh		1								
Dr Kasper Rasmussen										
Dr Alistair Ross										
Professor Laurent Servais	Started MT19									
Dr Andrew Simpson										
Dr Mark Smith										
Professor Paul Smith										
Dr Adrian Stokes										
Dr Tara Stubbs		3								
Dr Filipe Thomaz										
Professor Niki Trigoni										
Professor Max Van Kleek										
Professor Niall Winters										

The following non-Governing Body members are members of Kellogg College Committees [SN – Supernumerary Fellow, VF – Visiting Fellow, CRM – Common Room member].

Kathy Davies (VF)	appointed									
Jeremy Howick (SN)	appointed	3								
Tony Harris (CRM)	appointed									
Alison MacDonald (SN)	appointed									
William Scott-Jackson (Alumnus)	appointed									
Richard Stevens (SN)	appointed									

Governing Body office holders

President: Professor Jonathan Michie
Vice-President: Dr Judith Hillier
Secretary to Governing Body: Dr Marek Naczyk
Senior Tutor: Dr Yasmin Khan
Admissions Tutor: Dr Adrian Stokes
Dean: Dr Alistair Ross

College senior staff

The senior staff of the College to whom day to day management is delegated are as follows:
Gary Walker: Finance Bursar
Mel Parrott: Domestic Bursar
Sarah O'Brien: Academic Administrator

College advisers

As a Society of the University of Oxford, Kellogg College seeks advice as necessary on the following matters from the relevant University specialist teams.

- Investment management
- Investment property management
- External audit
- Bankers
- Solicitors
- Surveyors

College address

Kellogg College, 60-62 Banbury Road, Oxford, OX2 6PN

Website

www.kellogg.ox.ac.uk

Our vision is to support lifelong learning by offering flexible graduate study

Report of the Governing Body



The Members of the Governing Body present their Annual Report for the year ended 31 July 2020 under University Council regulation 10 of 2002^s (as amended in 2019) together with the College accounts for the year.

Reference and administrative information

Kellogg College in the University of Oxford, which is known as Kellogg College ("the College"), is formally a Society of the University of Oxford. It was founded on 1st March 1990 as the Rewley House Society, and changed its name to Kellogg College in 1994.

As a Society of the University, the College does not have a separate registration with the Charity Commission but shares the University of Oxford's charitable status.

The names of all Members of the 2019-20 Governing Body, together with details of the senior staff and advisers of the College, are given on pages 20-21 .

Structure, governance and management

Governing documents

The College is empowered through University Regulation 10 of 2002.

^s Weblink: <http://www.admin.ox.ac.uk/statutes/regulations/516-122.shtml>

Governing body

The Governing Body is constituted and regulated in accordance with Governing Body Standing Orders, the terms of which are enforceable ultimately by the Visitor, who is the Chancellor of the University of Oxford. The Governing Body is self-appointing, with the following appointments in the year and subsequently:

- Dr Shreya Atrey – September 2019
- Dr Jason Bell – September 2019
- Prof Therese Hopfenbeck – September 2019
- Prof Laurent Servais – September 2019

New members of the Governing Body are elected on the basis of a Governing Body decision to seek new members with particular academic interests maintaining an academic balance to Governing Body.

The Governing Body determines the ongoing strategic direction of the College and regulates its administration and the management of its finances and assets. It meets regularly under the chair of the President and is advised by the nine committees outlined on pages 24-25, and it delegates day-to-day management of the College to the Governing Body Officers and senior members of staff, referenced on pages 25.

Recruitment and induction of Members of the Governing Body

New Members of the Governing Body are recruited through interview and discussion with the relevant University Department. New members are inducted into the workings of the College, including Governing Body policy and procedures, by meetings with the President, Governing Body Officers and senior staff supplementing an induction pack of documentary guidelines and College information.

Remuneration of Members of the Governing Body and senior College staff

All members of the Governing Body are Fellows and are teaching and research, or senior administrative employees of the University of Oxford. Kellogg College pays a contribution towards the salary of the President, otherwise Governing Body Members receive a small remuneration from the College in the form of an allowance.

The remuneration of senior College staff is set by the Finance Bursar and the President in line with University of Oxford published grading and pay scales.

Organisational management

The Governing Body meets six times a year. The work of developing policies and monitoring the implementation of these is carried out through nine Committees:

- **The Finance and Resources Committee:** Chaired by a Senior Governing Body Fellow, membership consists of the President, Senior Tutor, six other members nominated by Governing Body, the Finance Bursar, and an MCR representative. The Committee meets once each term and once more at the end of the long summer vacation.
- **The Academic Committee:** Chaired by the Senior Tutor, membership consists of the President, the Dean, the Admissions Tutor, the Research Coordinator, the Fellow Librarian, the Fellow for part-time students, the Sports Sub-committee Chair, three other Fellows, the Finance Bursar, the Academic Administrator, and an MCR representative. The Committee meets twice each term. The Academic Committee has three sub-committees:
 - **The Scholarship Sub-committee:** Chaired by the Senior Tutor, membership consists of three other Fellows, the Finance Bursar, the Academic Administrator, and the Development Officer. The Sub-committee meets once each term.

- **The JRF Sub-committee:** Chaired by the Senior Tutor, membership consists of the Research Coordinator, three other Fellows, and the College Administrator. The Sub-committee meets once each year.
- **The Sports and Recreation Sub-committee:** Chaired by a Fellow, membership consists of two other Fellows, the Finance Bursar, and an MCR representative. The Sub-committee meets once each term.

- **The Development and Alumni Relations Committee:** Chaired by the President, membership consists of six Fellows, the Finance Bursar, the Development Officer, and an MCR representative. The Committee meets once each term.
- **The Domestic Committee:** Chaired by a Fellow, membership consists of the Dean, two other Fellows, the Domestic Bursar, the Accommodation Officer, and an MCR representative. The Committee meets once each term.
- **The IT Committee:** Chaired by the IT Fellow, membership consists of three other Fellows, the Academic Administrator, the Domestic Bursar, the IT Projects Manager, the IT Officer, and an MCR representative. The Committee meets once each term.
- **The Digital Strategy Committee:** Chaired by the IT Fellow, membership includes the Finance Bursar and representation from the other College committees and operational teams.
- **The Communications Committee:** Chaired by a Fellow, membership consists of two other Fellows, the President, the Finance Bursar, the Assistant Academic Administrator, the Communications Officer, and an MCR representative. The Committee meets once each term.
- **The Equality and Welfare Committee:** Chaired by the Dean, membership consists of one other Fellow, the President, the Senior Tutor, a Male Harassment Officer, a Female Harassment Officer, the LGBTQ Fellow, the Academic Administrator, the Domestic Bursar, and an MCR representative. The Committee meets once each term.
- **The Site Committee:** Chaired by the President, membership consists of the Vice-President, three other members nominated by the Governing Body, a Junior Dean, the Domestic Bursar, the Facilities Manager, and an MCR representative. The Committee meets once each term. The Site Committee has one sub-committee:



- **The Garden Sub-committee:** Chaired by a Fellow, membership consists of two other Fellows, a Junior Dean, the Domestic Bursar, the Facilities Manager, and an MCR representative. The Sub-committee meets once each term.
- **The Nominating Committee:** Chaired by the President, membership consists of the Senior Tutor, the Senior Fellow, and three other Governing Body Fellows by rotation (excluding the Vice-President and Dean). The Committee attends to most business via email.
- In Trinity Term 2020 Kellogg’s Governing Body approved the creation of a Sustainability Fellow to advise and guide the College on matters of environmental sustainability.

The day-to-day running of the College is delegated to the Finance Bursar, supported by the Domestic Bursar and Academic Administrator. There is at least one of these senior staff in attendance at all meetings of the Governing Body’s Committees, and the Finance Bursar is in attendance at all meetings of the Governing Body.

Group structure and relationships

The College is a Society of the University of Oxford. Material interdependencies between the University and the College arise as

a consequence of this relationship. Where applicable, the College liaises closely with the University and the other Colleges including through the Conference of Colleges and its various committees.

Vision, objectives and activities
Vision and objectives of the College

The object of Kellogg College is to enhance the University’s work in lifelong learning and outreach, through supporting graduate students studying and researching part-time, and in flexible formats, together with full-time students in areas where the College has particular academic strength.

Our vision is to be an intellectual community that supports learning, and facilitates research and communication across disciplines and boundaries, combining theory and practice relevant to the needs of society. This both requires and reinforces the College’s values of openness, engagement and innovation. We aim to strengthen the positive impact the University has locally, regionally, nationally, and globally by reaching out beyond the standard full-time residential student body, thereby enriching the pool of intellectual talent attracted to study and research in Oxford.



Kellogg welcomes and supports part-time and full-time graduate students, promoting the University's work in lifelong learning. We are an inclusive and egalitarian intellectual community, learning and researching across the disciplines. We are flexible and responsive, and give our members a voice in shaping the future of the College.

Activities of the College

Kellogg advances lifelong learning by providing higher education support for postgraduate students within Oxford University. On the census date of 1 December 2019, Kellogg had 234 postgraduate research students, 1,021 postgraduate taught students, and 22 taught non-Masters students, making a total of 1,277 students of all types. Within the 1,277 total, 1,008 students were part-time and 269 full-time.

The College provides public benefit by offering, in conjunction with the University of Oxford's Departments, Schools and Faculties, higher education to graduate students. The College provides seminars and other forms of academic activity as appropriate. Pastoral and administrative support is also provided to students through the College's Dean and associated advisory network, and through the Senior Tutor who exercises general oversight of academic progress. Every Kellogg student is assigned a College Adviser who provides pastoral support.

The College receives funds through the University and Colleges' funding formula and also charges for accommodation, meals and other services at reasonable rates.

Financial support in the form of scholarships and research and travel grants is available to students to assist them with the costs of studying at Oxford.

In the 2019-20 academic year Kellogg College made payments totalling £212k in the form of scholarships and grants, including travel grants, research support grants, and hardship grants. In addition, Kellogg contributed £12k towards the MCR and students' sporting and recreational endeavours, and over £38k towards welfare support.


To enable students to realise their academic potential and develop other personal qualities while at University, the College supports a range of facilities, including high-quality student accommodation, a library, and study space. The wider cultural and social development of its students is promoted actively through a dialogue with the MCR student representative body leading to a programme of events, sports, and welfare support.

The College provides catering, security, and cleaning services to a high standard to ensure that students are fully supported whilst resident members at the College.

Kellogg staff are recruited without regard to their gender, income, ethnic origin, religion, disability, sexual orientation, or social background.

Recruitment and support for students

Kellogg admits students regardless of gender, ethnic origin, religion, disability, sexual orientation, or previous educational opportunity. There are no geographical restrictions in the College's objectives; both students and academic staff are drawn from across the UK and countries worldwide.



We strive to
attract the
brightest
students from
all walks of life

Financial review



The College's total incoming resources were £4,164k after the decision to re-invest £515k. Total resources expended were £4,967k, and after accounting and reserve adjustments the College posted an in-year deficit of £254k. Exceptional losses were incurred as a result of the Covid-19 pandemic, with particular impact on rent and conference revenue.

Reserves policy

The College's reserves policy is to manage reserves so as it's able to take advantage of strategic asset purchases or re-investment opportunities whilst maintaining sufficient free reserves to enable the College to meet its short-term financial obligations in the event of an unexpected revenue shortfall. Reserves also allow the College to be managed efficiently and to provide a buffer that would ensure uninterrupted services.

The College's available cash at the year-end amounted to £11.5m (2018-19 £12.3m). The £11.5m figure is after allowing for a £2.56m loan from the University and a further £780k restricted funds (such as Research Centres, specific donations and future year commitments arising from the Scholarship programme). The value of Kellogg's endowment funds invested with Oxford Endowment Management is £15.2m.

Risk management

The College has on-going processes which operate throughout the financial year for identifying, evaluating, and managing the principal risks and uncertainties faced by the College in undertaking its activities. When it's not able to address risk issues using internal resources, the College takes advice from external experts with specialist knowledge. Policies and procedures within the College are reviewed by the relevant College Committee, and specific Risk Registers are maintained relevant to each Committee's remit. Financial risks are assessed by the Finance and Resources Committee. In addition, the Domestic Bursar regularly reviews health and safety issues. Training courses and other forms of career development are available to members of staff to enhance their skills in risk-related areas. The Governing Body, who have ultimate responsibility for managing any risks faced by the College, have reviewed the processes in place for managing risk and the principal has identified risks to which the College and its subsidiaries are exposed. They concluded that adequate systems are in place to manage these risks.

During 2019-20 the Covid-19 pandemic required the College to implement its Business Continuity and Crisis Management processes, establishing a Gold Team to guide and make decisions in response

to the pandemic. A Silver Team of operational staff, chaired by the Finance Bursar and reporting to the Gold Team, was also established to implement responsive measures, undertake specific risk assessments and consider options for continuing to offer student services and support within the framework of government and University regulations and guidance.

Investment policy, objectives and performance

The College’s investment objective is to grow the value of its assets in real terms over time whilst at the same time allowing it to produce a consistent and sustainable amount to support annual expenditure in delivering the College’s activities. This investment objective is to be delivered within acceptable levels of risk.

To meet these objectives the College’s investments as a whole are managed through the University of Oxford subsidiary company Oxford University Endowment Management (OUEM). OUEM was established by the University of Oxford to deliver an appropriate balance between risk and return.

The investment policy and strategy are set by the Governing Body as advised by the Finance and Resources Committee from time to time and performance is regularly monitored by the Finance and Resources Committee.

Development and alumni support

The College benefits from support from former students and other friends. Philanthropic support for the College is essential to maintaining high standards and the excellence of the College facilities in supporting students. The total received by way of legacies and donations this year was £138k (2019-20 £121k). The College is grateful to Alumni and friends who provided support during the year towards the financial well-being of the College. The College is preparing plans for strengthening the Development and Alumni Relations team and developing future fundraising campaigns.

** Gold Team chaired by the College President with the College Dean, Senior Tutor, Finance Bursar and Domestic Bursar as members

Statement of accounting and reporting responsibilities

The Governing Body is responsible for preparing the Report of the Governing Body and the financial statements in accordance with applicable law and regulations.

As a Society of the University of Oxford, the College’s accounts and financial statements are subject to the same regulatory and financial reporting standards as the University of Oxford. The College applies the University of Oxford Financial Regulations in its accounting practices and the College’s accounts are audited annually as part of the annual audit of the University of Oxford accounts.

There is currently no requirement for Kellogg to produce full statutory accounts and so the College does not do so. Kellogg operates within the Financial Regulatory framework of the University, preparing annual budgets, quarterly forecasts and following prescribed year-end accounting requirements.

In lieu of statutory accounts, this Annual Report includes the College’s year-end management accounts and Balance Sheet.

The College is in discussion with the University Financial Controller regarding implementation of the new accounting standard FRS102. The College will progressively seek to move towards preparing accounting statements in-line with FRS102.

Approved by the Governing Body on 10th March 2021.

As a Society of the University of Oxford, the Kellogg College accounts are not separately audited and as such, there is no signed report from the auditors.



Kellogg College overall position

for the year ended 31 July 2020

	Including OIPA £'000	Excluding OIPA £'000
Income	4,450	4,164
Total Income	4,450	4,164
Staff Costs	2,409	2,083
Non-Staff Costs	3,034	2,884
Total Costs	5,443	4,967
Surplus/(Deficit)	(993)	(802)
	£'000	£'000
Accounting & Reserves Adjustments		
Trust fund re-invested	515	515
OIPA Recharges	33	33
Adjusted Surplus/(Deficit)	(445)	(254)

Kellogg College income

for the year ended 31 July 2020

	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2020 Total £'000	2019 Total £'000
Tuition and Research Income					
Postgraduate Fee Income - Home/EU	778			778	918
Postgraduate Fee Income - Overseas	1,074			1,074	739
Total Postgraduate Income	1,852	-	-	1,852	1,658
Residential Income					
Research Income	31	-	-	31	56
Contributions to academic staff costs (OIPA)	334	-	-	334	611
Miscellaneous	25	-	-	25	24
Total Research Income	390	-	-	390	692
Total Tuition and Research Income	2,243	-	-	2,243	2,349
Student accommodation income	508	-	-	508	662
Student catering income	75	-	-	75	161
Income from stores, buttery, bar	70	-	-	70	70
Other residential income	73	-	-	73	77
Charitable conference and function income	24	-	-	24	69
Charitable other trading income	29	-	-	29	13
Total Residential Income	779	-	-	779	1,051
Voluntary Income (Donations and Legacies)					
Donations and legacies	138	-	-	138	121
College Contribution Committee	411	-	-	411	225
Furlough Scheme	136	-	-	136	0
Total Voluntary Income	685	-	-	685	347
Non-Charitable Trading Income					
Conference and function income	9	-	-	9	32
Admissions charges and facilities fees	-	-	-	-	2
Publications and merchandise sales	3	-	-	3	7
Subtotal Trading Subsidiary Income	12	-	-	12	41
Share of Joint Venture Income	-	-	-	-	-
Other miscellaneous trading income (KAIP)	473	-	-	473	874
Total Non-Charitable Trading Income	485	-	-	485	915
Investment Income					
Commercial rent	52	-	-	52	55
Income from fixed interest stocks	203	-	-	203	177
Interest on fixed term deposits and cash	52	-	-	52	32
Total Investment Income	307	-	-	307	264
Bank and Other Interest	1	-	-	1	0
Other Income (OIPA)*	49	-	-	49	20
Total Income	4,450	-	-	4,450	4,946
Total Income Exc. OIPA	4,164	-	-	4,164	4,315

* 2020 income reported as deficit due to Realised Gains/Losses on FX posted by Central Finance

Kellogg College expenditure

staff costs for the year ended 31 July 2020

Function/Dept	Charitable expenditure				
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	Total Teaching Research & Residential £'000
DIRECT COSTS					
Teaching Fellows	91	-	-	-	91
Research fellows	-	5	-	-	5
Other Research Staff (OIPA)	-	325	-	-	325
Academic Administration	174	-	-	-	174
Admissions	75	-	-	-	75
Total Academic Department	340	331	-	-	671
Library	-	14	-	-	14
Total Academic Services	-	14	-	-	14
Gardens & Grounds	-	-	39	-	39
Maintenance	-	-	157	-	157
Accommodation & Housekeeping	-	-	74	-	74
Catering & Bars	-	-	253	-	253
Porters Lodge	-	-	48	-	48
Other domestic costs	-	-	6	-	6
Total Premises	-	-	578	-	578
Development	-	-	-	-	-
Other (Communications)	53	11	11	11	84
Other (Events)	-	-	18	-	18
Other (KAIP)	-	-	-	-	-
Total Gen Ed/Central Admin	53	11	29	11	102
Total Direct Staff Costs	393	356	606	11	1,365
INDIRECT COSTS					
IT	67	27	28	-	122
Total Academic Services	67	27	28	-	122
HR	77	15	61	-	153
Financial Administration	83	8	67	-	158
Other Financial Charges	-	-	-	-	-
Total Gen Ed/Central Admin	160	24	128	-	311
Total Support Costs - Staff	227	50	156	-	434
Total Staff Costs	620	406	762	11	1,799
Total Staff Costs Exc. OIPA	620	81	762	11	1,473

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
-	-	91	92
-	-	5	33
-	-	325	427
-	-	174	168
-	-	75	72
-	-	671	792
-	-	14	14
-	-	14	14
-	-	39	38
-	-	157	150
-	-	74	70
-	294	547	536
-	-	48	40
-	-	6	0
-	294	872	833
129	-	129	114
21	-	105	79
-	12	30	31
-	133	133	23
150	145	397	247
150	439	1,955	1,886
12	-	134	68
12	-	134	68
-	-	153	147
8	-	167	144
-	-	-	14
8	-	320	306
20	-	454	373
170	439	2,409	2,259
170	439	2,083	1,832

Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2020

Function/Dept	Charitable expenditure				
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	Total Teaching Research & Residential £'000
DIRECT COSTS					
Research fellows	-	53	-	-	53
Other Research Staff (OIPA)	-	151	-	-	151
Academic Administration	32	-	-	-	32
Administration	14	-	-	-	14
Total Academic Department	46	204	-	-	250
Prizes & Scholarships	176	-	-	-	176
Bursaries & Other Student Support Grants	32	-	-	-	32
Library	-	4	-	-	4
Total Academic Services	208	4	-	-	212
Sports, Societies & Student Common Rooms	1	-	11	-	12
Welfare	-	-	38	-	38
Total Staff & Student Facilities	1	-	49	-	50
Gardens & Grounds	-	-	83	-	83
Building Maintenance	-	-	245	-	245
Equipment Maintenance	-	-	44	-	44
Furniture and Equipment	12	34	239	1	286
Accommodation & Housekeeping	-	-	203	-	203
Catering & Bars	-	-	30	-	30
Porters Lodge	-	-	0	-	0
Rents, Rates, Insurance	-	-	158	-	158
Energy	-	-	85	-	85
Water	-	-	15	-	15
Total Premises	12	34	1,102	1	1,149
Development	-	-	-	-	-
Legal and Professional	-	-	1	-	1
College Contribution	-	-	0	-	0
Miscellaneous	27	-	28	-	54
Other (Communications)	17	3	-	3	24
Other (Events)	-	6	26	-	33
Other (KAIP)	-	-	-	-	-
Total Gen Ed/Central Admin	44	10	56	3	113
Total Direct Non-Staff Costs	312	251	1,206	4	1,774

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
-	-	53	58
-	-	151	204
-	-	32	33
-	-	14	14
-	-	250	308
-	-	176	179
-	-	32	48
-	-	4	8
-	-	212	235
-	-	12	38
-	-	38	25
-	-	50	64
-	-	83	77
-	-	245	75
-	-	44	58
3	-	289	243
-	24	227	180
-	55	85	194
-	-	0	1
-	-	158	175
-	-	85	95
-	-	15	14
3	79	1,231	1,111
90	-	90	51
-	-	1	1
-	-	0	0
-	-	54	18
7	3	34	76
-	27	60	84
-	455	455	553
97	486	695	783
100	565	2,439	2,500

Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2020

Function/Dept	Charitable expenditure				
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	Total Teaching Research & Residential £'000
INDIRECT COSTS					
IT	5	2	2	-	8
Total Academic Services	5	2	2	-	8
HR	4	1	3	-	7
Investment Management	-	-	-	-	-
Interest Payable	-	-	114	-	114
Other Financial Charges	26	11	-	-	36
Total Gen Ed/Central Admin	29	12	117	-	159
Depreciation	213	-	213	-	426
Total Premises	213	-	213	-	426
Total Indirect Non-Staff Costs	247	14	332	-	593
Total Non-Staff Costs	559	265	1,539	4	2,366
Total Non-Staff Costs Exc. OIPA	559	114	1,539	4	2,216

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y 2018-19 £'000
1	-	9	22
1	-	9	22
-	-	7	9
2	-	2	2
-	-	114	438
-	-	36	36
2	-	161	485
-	-	426	430
-	-	426	430
3	-	595	937
103	565	3,034	3,437
103	565	2,884	3,234

Balance Sheet

at 31 July 2020

Balance Sheet at Financial Year End	Position as at 31 July 2020 £'000	Position as at 31 July 2019 £'000	Movement in year £'000
Fixed Assets			
Tangible Fixed assets	12,963	13,260	-297
Investments	23,362	23,864	-503
Total Fixed Assets	36,325	37,124	-799
Current Assets	5,123	-4,309	9,432
Current Liabilities	-9,622	277	-9,899
Total Assets less Current Liabilities	31,825	33,092	-1,267
Creditors falling due after one year	-2,563	-2,644	81
Defined benefit Pension Scheme Liability	0	0	0
Total Net Assets	29,262	30,448	-1,186
Funds of the Society			
Endowment Funds	-15,221	-15,361	141
Restricted Endowment Funds	-1,164	-1,217	52
Unrestricted Funds	-11,531	-12,310	779
Restricted Funds	-1,346	-1,560	214
Total Funds	-29,262	-30,448	1,186
Restricted Endowments			
Diana Wood	-552	-585	
Oxford - McCall MacBain	-613	-632	
Total Restricted Endowments	-1,164	-1,217	
Restricted Funds			
Scholarships	-691	-629	
Kellogg Research Centres	-42	-51	
Other Restricted Donations Received (eg Strudwick Lecture Fund)	-48	-54	
Oxford Institute of Population Ageing	-564	-826	
Total Restricted Funds	-1,346	-1,560	



Kellogg College

University of Oxford

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www.kellogg.ox.ac.uk