



Kellogg College  
University of Oxford

# Annual Report and Financial Statements

YEAR ENDED 31 JULY 2021





# Contents

Foreword	3
Executive summary	5
Achievements and performance in 2020-21	7
Future plans	17
Governing Body, Officers and Advisers	19
Report of the Governing Body	23
Financial review	28

# Foreword



The 2020-21 academic and financial year was challenging due to the Covid-19 pandemic yet despite this, Kellogg responded well in terms of supporting our students. We also progressed our digital strategy quicker than originally planned. Around 2,000 of the University's degree students study part-time – a significant and growing proportion of Oxford's student body. Many of these live and work in locations across the globe, often coming to Oxford for an intensive week of study before returning home to work.

Such students may spend ninety percent of their time away from Oxford so it's vital that the University – and their colleges – keep in touch with them digitally during that time. Around half of these students are distributed across the University's other 38 colleges, with the other half at Kellogg; the result being a particular onus on us to lead the way with this global engagement and the driving force behind our digital strategy.

Therefore, for Kellogg, the world of Zoom and Teams meetings was not an inconvenient interruption, but an acceleration of what was already in the pipeline. We intend to continue to make our events available to those not in Oxford – both through hybrid arrangements and by live-streaming with edited versions available subsequently.

During 2020-21, some events were held wholly online, such as with Dame Joan Bakewell and Sir Vince Cable. Others were hybrid, with the in-person audience joined by others from across the globe – including our 'virtual' Gaudy, with the maximum permitted in the Dining Hall, and the rest at home, having followed the recipe provided by our Head Chef, and even an online demonstration beforehand of how to prepare the dessert. For those in California it was a Gaudy Brunch – but enjoyed just the same.

The year was significant for Kellogg in laying the basis for us to increase significantly our intake of full-time Master's and doctoral students. This is being made possible by the collaboration with the University to build additional student accommodation on what will be extended College grounds, on both the west and east side of the Banbury Road.

2020-21 also saw us form and launch the Commission on Creating Healthy Cities, chaired by Lord Best, which will I am sure prove to be an important landmark in supporting the health and wellbeing of individuals and communities. Our work and successes during 2020-21 give us much to be proud of, to build on, and to take forward.

**Professor Jonathan Michie**  
*President, Kellogg College*



**A good level of student support was maintained throughout 2020-21**



## Executive summary



2020-21 saw a 5% decrease in Kellogg's student numbers to 1,211 at the MT20 student census (1,277 in MT19), with 965 part-time students and 246 full-time (1,008 part-time students and 269 full-time in MT19). The total of 1,211 consisted of 225 postgraduate research students, 971 postgraduate taught students, and 15 PGCE students.

The College posted an in-year operating surplus of £113k. Actual income recorded was £4,426k, and expenditure was £4,313k. Accounting and reserves adjustments reflected the decision to re-invest £559k of income from endowment.

The College had 49 Official Fellows in the year (48 in 2019-20), plus 28 Ordinary Fellows, 33 Visiting Fellows, 12 Research Fellows, 27 Emeritus Fellows and 21 Honorary Fellows.

### Highlights

2020-21 was a year undertaken wholly under the prevailing uncertainties caused by the Covid-19 pandemic. However even under these difficult circumstances, the College maintained a good level of support to students throughout the year. We adapted remote systems to deliver events and student engagement, and retained an onsite presence and support service through the College Hub at all times except for the periods subject to the most severely restrictive

government regulations. Our administrative staff predominantly worked from home throughout the year.

Unsurprisingly, the College experienced significant losses of revenue from rents and commercial activities, including conference activity. These losses were managed and offset principally through use of the government Furlough scheme, and the Oxford College Contribution Scheme.

We were delighted to be invited to become part of the project to develop the area bounded by the Banbury and Winchester Roads. The project will create additional student accommodation enabling us to increase our intake of full-time students. We are now working with Reuben College, Hertford College, and the University to progress the scheme.

The College was able to take forward the full launch of our Global Centre on Healthcare and Urbanisation (GCHU) following a successful £1.1m award from the McCall MacBain Foundation to provide administrative support and funding for a cohort of post-doctoral researchers. The GCHU, in partnership with The Prince's Foundation, started work in support of a Commission on creating Healthy Cities, which is chaired by Lord Best.



Despite the pandemic, 2020-21 saw a series of successes for Kellogg

## Achievements and performance in 2020-21



Throughout the year there were varying levels of severity to government regulations restricting direct in-person interactions in order to minimise the spread of covid-19. This affected the students, staff and Fellows of the College in maintaining key support to students whilst ensuring onsite operations and safety measures were implemented to a high standard. Staff who were unable to maintain their normal role were placed on the Furlough job retention scheme or continued to support the College through accepting temporarily revised contracts or, in some cases, adopting alternative roles.

Despite the Covid-19 crisis, 2020-21 saw a series of successes for Kellogg.

### Student offering and support

The number of students supported was 1,211 keeping term, plus a further 113 students suspended and 279 students awaiting examinations or results. We adopt a variety of mechanisms to identify areas for improvement to the student experience at Kellogg. In 2020-21 this included implementing the following strategies:

- i. **Continuous improvement with the administrative experience for Kellogg students:** Each of the administrative operational teams was able to continue in their role in support of Kellogg's student body despite the pandemic restrictions. The rapid

introduction of online events and student access provided support throughout the year.

- ii. **Online student progress meetings:** The College implemented a fully online programme of student progress meetings, providing the opportunity for the highest ever number of students to meet with one or more Fellows of the College to discuss their progress and options for possible enhancements.
- iii. **Adapting the Hub Café:** The College Hub remained open for café services for the majority of the year, closing only when government covid regulations were particularly restrictive. The Hub was also adapted to provide a student workspace when it was not possible to re-open the College library.

### Kellogg College Scholarships and Awards

Kellogg maintains a programme of Scholarships together with the opportunity for students to bid for research and travel awards. Hardship awards are also offered for those students experiencing unexpected financial issues during their studies. The College continues to seek additional funding for our scholarship programme.



## Achievements and performance (continued)

### Development and Alumni Relations

Kellogg has strengthened its development and alumni relations team over the last two years, and has: increased regular giving by X%; increased total philanthropic gifts by X%; and enhanced donor records, identified new supporters, and successfully increased engagement with Kellogg's global alumni community.

Furthermore, Governing Body gave its approval for a Major Gifts Officer post, which will afford the College a dedicated resource to focus solely in the area of achieving larger gifts from individuals, trusts and foundations, and corporates.

The overarching purpose of our strategy is to maintain and enhance the delivery of an excellent student experience, and to that end, the development strategy seeks to raise funds for three main priorities:

- Enhancing the student experience
- Improving the scale and quality of College facilities
- Growing the College's endowment to make the above outcomes sustainable.

### Alumni relations

Resource has been directed specifically towards ensuring that we have robust data for our alumni and in creating opportunities to broaden, deepen, and increase engagement through a programme of events and regular communications. With the onset of the pandemic, the team was quick to move as many events as possible online in order to maintain connection with our community, which included a University-first virtual gaudy, a series of 'in conversation' talks with high-profile figures, and gaining the most participants across the entire collegiate University for our Meeting Minds talks in April 2021.

### Development

Two new campaigns were developed: 'Breaking New Ground' is a £3m capital campaign to transform Kellogg's grounds; and the 1990 Club is aimed at encouraging new regular givers. Despite having its official launch postponed by the pandemic, the team used this 'quiet phase' to secure a five-figure gift for 'Breaking New Ground', which has also elicited interest from a number of potential supporters. Its public launch will take place in 2022.

Since its launch in September, the 1990 Club, which supports areas such as student hardship and improving College sustainability measures, has increased philanthropic income by 27% on previous annual giving income.

The pandemic paused the roll-out of a campaign for legacies, which will recommence in 2022.

### Highlights include

- Confirmation of a £1.1 million gift from the McCall MacBain Foundation to support research Fellowships at Kellogg's Global Centre on Healthcare and Urbanisation (GCHU);
- Four gifts totalling £110k to support Kellogg's Commission on Creating Healthy Cities;
- An increase in engagement with our global alumni as XX number of alumni from XX countries participated in our virtual events programme.

### Kellogg members' activities

#### Kellogg won Gold and Beyond Gold at the Green Impact Awards

Green Impact is an environmental engagement scheme in which staff and students come together in teams to make their workplaces more sustainable by taking simple actions. Teams make their way through workbooks designed to suggest positive changes they can make.

The Covid-19 pandemic made it much harder than usual to take part in Green Impact but numerous teams rose to the challenge, in many cases continuing to work from home to make sustainable changes and promote environmental awareness among their colleagues. Kellogg was one of only three University of Oxford Colleges to achieve Gold in 2020.

Furthermore, in June 2021 Kellogg was one of only two University of Oxford Colleges to achieve a 'Beyond Gold' award, with just four being awarded overall.

Kellogg Sustainability Fellow Dr Sandie Byrne, said "The enormous efforts of everyone concerned with Kellogg's sustainability agenda have been recognised by our receipt of a Beyond Gold Award in the 2021 Green Impact Awards. Kellogg is one of only four places in the University to attain this level of award."

Kellogg student and Environmental Ambassador Manann Donoghoe told us: "With the work of our Sustainability Teams, recognised by this Beyond Gold Award, I'm confident Kellogg will continue setting the standard for college level sustainability within the University."

## Achievements and performance (continued)



Dr Sandie Byrne, Sustainability Fellow



Professor Carlos Vargas-Silva



Professor David Griffiths

### Kellogg appointed its first Sustainability Fellow, Dr Sandie Byrne

Sandie has been involved in Green issues since she was a teenager, and sees these as inseparable from our treatment of animals and each other, which is why she is vegan and a member of Amnesty International as well as the Green Party. Sandie is proud to be a member of a College which is committed to environmental sustainability. Staff have worked hard to minimise College consumption of energy, to improve our reuse, repair, repurposing, and recycling of materials, and to ensure that we use resources in a sustainable way. The MCR is represented on the Environmental Sustainability Committee that Sandie chairs, and is involved in the development and implementation of environmental policies. The Committee aims to ensure that every member of College will consider the impact of their actions and choices on our environment.

### Kellogg members receive Professorships

Kellogg Official Fellow Dr David Griffiths and Kellogg Research Member of Common Room Dr Carlos Vargas-Silva, had professorships conferred upon them by the University in 2020's Recognition of Distinction Awards.

Dr David Griffiths, Director of Studies in Archaeology at the Department for Continuing Education, has been made Professor of

Archaeology, whilst Dr Carlos Vargas-Silva, Director of the Centre on Migration, Policy, and Society (COMPAS) has been made Professor of Migration Studies.

On receiving the award, Professor David Griffiths remarked: "Any academic is pleased to receive peer recognition, and a professorship is the top of most peoples' list of ambitions. This is great news for me, but also for my students, and for Kellogg. These distinctions are awarded on three counts; research, teaching, and 'citizenship' meaning administrative roles, offices held, etc. All three have to be demonstrated in full. My role as Director of Studies in Archaeology for Continuing Education involves overseeing a diverse programme in which around 2,000 individual registrations are received annually to study archaeology. Several research projects have also come to fruition recently. Many people will know of my long-running field project in Orkney, and also of the East Oxford Archaeology Project, an award-winning lottery-funded outreach and education initiative. Obviously I did not do all this entirely by myself! Many colleagues and team members helped make them a success. I hope to set an example whereby someone who is not from a wealthy, advantaged background, can 'make it' at Oxford, out of pure commitment and enthusiasm for their subject and students."





## Achievements and performance (continued)

Professor Carlos Vargas-Silva commented: “Becoming a Professor allows me the opportunity to evaluate what it means to be a scholar working on ‘Migration Studies’, a topic that goes beyond any single discipline. At the end it is about the adoption of conceptual and research tools from across disciplines to study migration. Here, the ultimate purpose is not to answer disciplinary questions, but to have a better understanding of migration in all its different forms.”

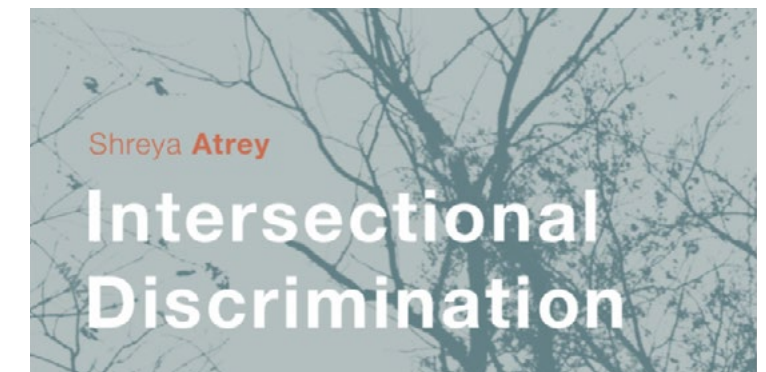
Kellogg President, Professor Jonathan Michie congratulated them on this “very well deserved recognition of their outstanding records in research, publication, scholarship, and academic leadership.” Following his award, Professor Vargas-Silva was made an Ordinary Fellow.

### **South African Constitutional Court relies on Kellogg Fellow’s work on Intersectional Discrimination**

The South African Constitutional Court, in its seminal judgment on the right to compensation for domestic workers *Mahlangu* and *Another v Minister of Labour and Others* [2020] ZACC 24 (Victor AJ’s majority judgment), relied on Kellogg Fellow and Associate Professor of International Human Rights Law, Dr Shreya Atrey’s work on *Intersectional Discrimination* (OUP 2019). The Court used Dr Atrey’s work to expand the scope of disadvantage and to extend the constitutional guarantee of equality and non-discrimination on an intersectional basis to domestic workers. The decision now allows domestic workers, who are often both poor and Black, to claim compensation in the event of injury or death in the course of their employment. They were one of the only groups excluded so far from the Compensation for Occupational Injuries and Diseases Act in South Africa.

Dr Atrey commented: “The decision in *Mahlangu* is significant because it recognises that discrimination against domestic workers is really discrimination against poor Black women and thus is not simply about their nature of work but deeply intertwined with race, poverty, class, and gender, and the historical patterns of discrimination associated with these identities. Their exclusion from being able to claim compensation for workplace injury or illness intensified all these forms of discrimination. The fact that this was recognised and remedied in *Mahlangu* is a huge victory for the movement for fair work and gender justice broadly. But it is important to note that the South African Constitutional Court is one of the most progressive apex courts in the world, constitutionally and in terms of

its human rights jurisprudence. It is frequently referred to by other courts around the world for its transformative work. The decision in *Mahlangu* again paves the way for other apex courts to follow suit in recognising the right to compensation for domestic workers.”



Dr Atrey’s monograph on intersectional discrimination, which recently won the Peter Birks Runner-up Book Prize, explores what it takes for discrimination law to be reimagined from the perspective of intersectionality in reference to comparative laws in the US, UK, South Africa, Canada, India, and the jurisprudence of the European Courts (CJEU and ECtHR) and international human rights treaty bodies.

### **Kellogg student works with Government to tackle vaccine myths**

Kellogg student Dr Tasnim Jara (MSc Evidence-Based Healthcare) is spearheading a campaign to give reliable information on Covid-19 and vaccines to millions of Bangla speaking people who mostly get their news through social media. As well as working as an A&E doctor for the NHS, Tasnim supports her patients to make decisions about COVID-19 vaccines. She has gained more than 1.7m followers on TikTok, Facebook and YouTube.

To spread awareness offline and reach people in rural areas, Tasnim has partnered with government institutions, NGOs, and telecom operators. In partnership with government institutions, her videos are played on roadside billboards and at primary healthcare centres in rural parts of Bangladesh. With BRAC – the largest NGO in the world – she produced content that was used to train more than 20,000 young volunteers who fight misinformation on the ground. Grameenphone – the largest telecom operator in Bangladesh – broadcasts her videos to its millions of users through apps and social media. Tasnim also worked with faith leaders to tackle misinformed



## Achievements and performance (continued)

concerns over COVID-19 vaccine ingredients and increase confidence. She has frequently appeared on the radio and television to share reliable information.



As part of its G7 Presidency, the UK Government convened the Global Vaccine Confidence Summit, a first-of-its-kind event, bringing together global experts from across the public and private sector to build and maintain confidence in vaccines. During the Summit, world-leading experts at the forefront of tackling the issues offered their perspectives on the critical global actions that governments and partners from across sectors can take to address the issue.

It was acknowledged that increased levels of vaccine confidence, accessibility, and availability are needed globally in order to end the pandemic. And one of the biggest threats to confidence in vaccines is misinformation, which can damage public perceptions of vaccine safety and efficacy.

An interactive photo mosaic created in partnership with the UK Government and the People's Picture, titled 'The Luminares', was also unveiled at the Summit. Using video and images it showcases the many global 'Vaccine Luminares' who are taking to social media to build vaccine confidence, including health care professionals on the front line, including Tasnim. The platform is available on a dedicated website with plans to feature more 'Vaccine Luminares' from around the world over the next year.

### Life Fellow of the Global China Academy

Robin Cohen, Senior Research Fellow at Kellogg, has been elected as a Life Fellow of the Global China Academy, an honour reserved for 'particularly eminent scholars'.

The Global China Academy (GCA) is a UK-based independent fellowship that aims to promote the study of China in global and comparative perspectives through dissemination of academic research,

knowledge transfer, social consultancy, and public engagement, and to contribute to the building and governance of a global society.

The GCA's academic mission is to source and critically appraise Chinese ways of thinking. They aim to bring together theories and methods from studies of Chinese society, and comparative studies of China in the humanities and social sciences, into a body of human knowledge that serves all humankind. In accordance with the language strategy of the British Academy, the GCA promotes its academic mission by emphasising language-based social scientific, humanities, and area studies on China with global and comparative perspectives.

The GCA's social mission is to bring together resources from China, and the Chinese and Western comparative studies of China, to provide a knowledge-based social sciences forum and to engage scholars from China and the rest of the world in constructive dialogue with one another. They recognise that, in areas outside politics, Chinese societal policies and practice may be informed by, and of interest to, the West.

As an affiliated member of the Academy of Social Sciences (AcSS), the GCA participates in the Campaign for Social Sciences on a global scale, working to form a bridge between China and the rest of the world.

### Tackling phishing

The University of Oxford's 200th spinout company, co-founded by Kellogg Fellow Professor Ivan Martinovic, is tackling the global challenge of phishing. PhishAR builds on the work of Ivan and Dr Ivo Slujanovic from Oxford's Department of Computer Science, and employs augmented reality to tackle 'phishing', an online scamming technique which fools a user into handing over their digital security credentials and other sensitive information, such as personal data or credit card details.

PhishAR will help users identify fraudulent emails, websites, and other online transactions. It uses artificial intelligence to scan and analyse what is presented on the screen in order to detect discrepancies such as style and formatting, used URLs, information requested from the user, and other security indicators. The company's software will run on mobile phones and augmented reality wearables to help mitigate the rapidly increasing impact of phishing, which costs individuals and organisations billions of dollars every year.

## Achievements and performance (continued)

PhishAR's initial funding round was led by Kluz Ventures, and the company has been accepted onto the Mastercard Start Path Programme to accelerate its development.

Professor Ivan Martinovic explains what makes PhishAR different: "Conventionally, service providers have been authenticating the end user, which is a one-sided process, while the end user struggles to know who they are communicating with, and this is what criminals are continuing to exploit, on an ever-increasing scale. PhishAR's innovation is in using augmented reality and artificial intelligence to see through the user's eyes and ensure that they are 'authenticating the authenticator'.

"Before any credentials are provided, PhishAR checks who is requesting the user's credentials. PhishAR is the only proven mechanism to allow the end user to authenticate and identify with whom they are communicating, and thereby dramatically reduce the risk from harmful phishing attacks while offering a seamless integration and minimal costs with existing authentication systems."

Adam Stoten, Oxford University Innovation's Chief Operating Officer, is delighted to see PhishAR join the ranks of Oxford's spinout companies. "PhishAR and its mission to safeguard millions of people every year against cybercrime is a company worthy of Spinout #200, and we warmly welcome the team to the Oxford spinout family," he says. "While it took Oxford 55 years to get from Spinout #1 to Spinout #100, it took us a mere six years to reach #200. Consequently, we look forward to announcing our 300th spinout and many more companies in the near term."

Chas Bountra, Pro-Vice Chancellor for Innovation at Oxford University, adds: "These 200 companies are testament to Oxford's research and its ability to have impact, and underline our status as the world's number one university. Through our innovation, we're tackling the world's biggest killers, we're tackling the biggest challenges of our era, and we're building the infrastructure for tomorrow's world – all while creating jobs and economic impact. Oxford may be an institution with its roots deep in the past, but we're demonstrating that we can also have a fundamental effect on shaping the future."

### Wei Loong Lim Awarded Gillian Nicholls Prize

The Gillian Nicholls Prize is awarded annually by Kellogg and the Centre for Evidence-Based Medicine to a Kellogg student whose dissertation they deem to be outstanding. It is endowed by John Muddiman in memory of his late wife, Dr Gillian Nicholls who undertook the MSc at Kellogg in 2002.



Wei Loong received the award for his dissertation 'The effectiveness of positive psychology interventions for promoting well-being of adults experiencing depression compared to other active psychological treatments: A systematic review and meta-analysis of randomised trials'. He summarises it below:

'It assessed if positive psychology interventions are more effective than other active psychological treatments for increasing the wellbeing of adults experiencing depression. Compared to standard treatments, many positive psychology interventions are simpler to administer, meaning it can be utilised as an intervention in situations where patients have limited access to standard treatments, such as where there is a shortage of mental healthcare resources or during a pandemic lockdown. Ten randomised trials, totalling 1341 participants, were included in the review. No differences between positive psychology and other active interventions for increasing well-being or reducing depression were found. However, the results should be interpreted with caution because of the small number of included studies, high heterogeneity, and likelihood of biases.'

On receiving the award Wei Loong thanked his supervisor Dr Stephanie Tierney for her guidance and support through the dissertation.



**Professor Niki Trigoni wins Women in IT Award**

Fellow Professor Niki Trigoni was one of the winners at the sixth annual Women in IT Awards in 2020. The awards, organised by Information Age and DiversityQ in partnership with Amazon Web Services, serve to showcase the achievements and innovation of women in technology, and identify new role models in a sector where female representation stands at just 19%.

Niki won her CTO of the Year Award in recognition for her role as founder and Chief Technical Officer at spinout company Navenio.

Navenio provides infrastructure-free indoor location solutions, the equivalent of GPS for use indoors, to power a range of apps and platforms in sectors including healthcare.

One area where Navenio's Intelligent Workforce Solution is being employed is at NHS sites, including the East Kent NHS Foundation Trust, and private hospitals such as the Cleveland Clinic London. The technology uses personal smartphones to map where people are in the hospital and then teams are able to schedule tasks depending on location and availability.

Teams that use the Navenio solution have reported that it has helped to double capacity, increase productivity, and improve service levels with faster response time, all factors which lead to better patient outcomes and staff experiences.

**The Research Excellence Framework**

Kellogg's President, Professor Jonathan Michie, continued with his work as an interdisciplinary member of the Management & Business Panel for REF2021, the Research Excellence Framework exercise used to allocate funding to universities.

The Research Excellence Framework (previously referred to as the Research Assessment Exercise) is the mechanism the Government uses to determine how much research funding each university receives, on the basis of how good their research is. This is measured by a range of indicators, the main one being the quality of the research published by their academics.

The quality of the published research is determined by a panel of academics for each of the main subject areas (or units of assessment), such as Engineering, History, or Business and Management Studies. These exercises are run every six years, most recently in 2014.

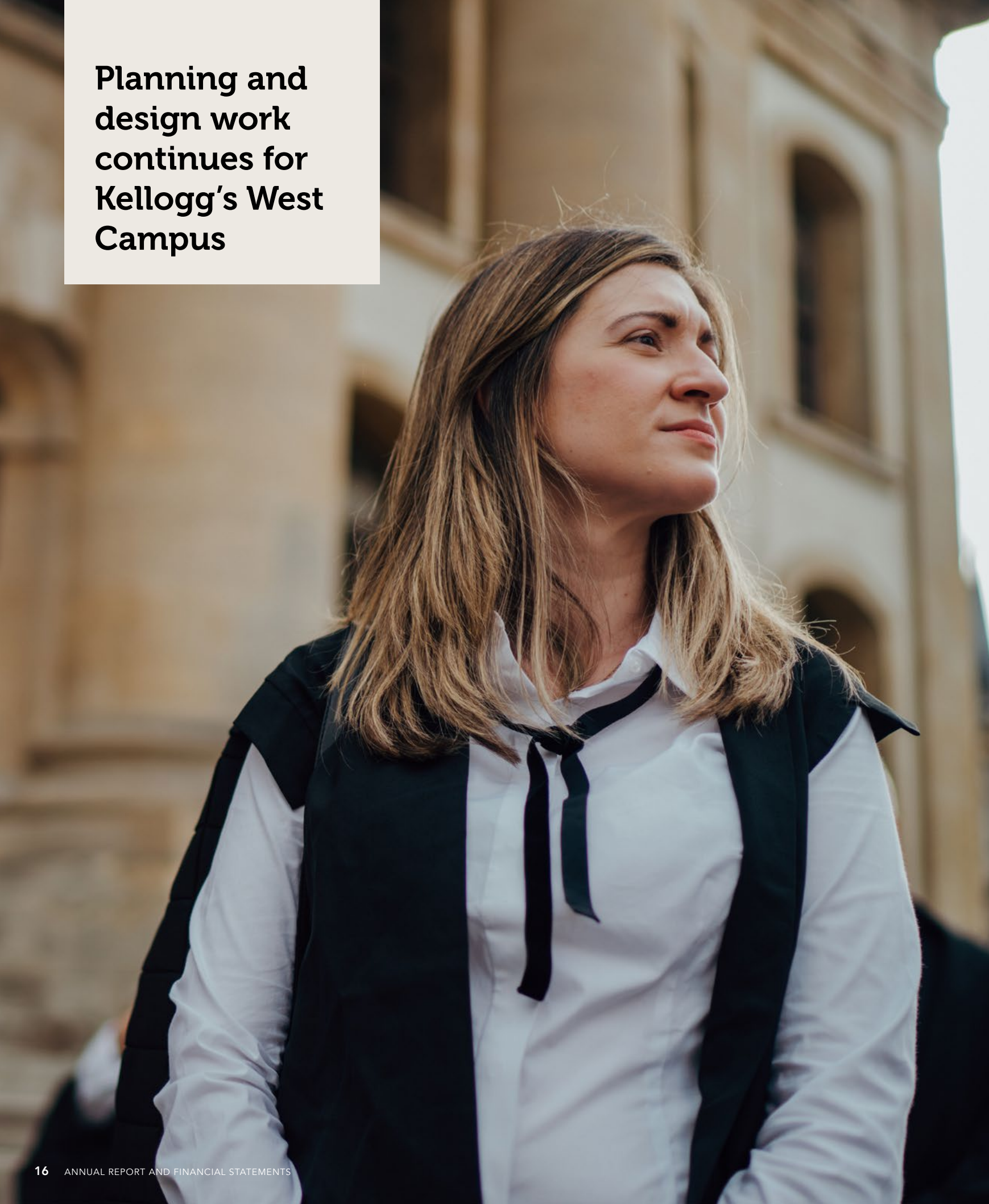
Jonathan told us, "I've been closely involved in the Research Excellence Framework (and before that the Research Assessment Exercise) over the past 25 years. Universities have to provide a 'nominated individual' in charge of their submissions for each unit of assessment (or subject area), and I was the nominated individual for Business and Management Studies for the three exercises in 1996 for Cambridge, 2001 for Birkbeck University of London, and 2008 for Birmingham.

"Across all three exercises I argued that reform was needed to enable interdisciplinary research to be better evaluated, so I'm delighted that this 2021 exercise has introduced interdisciplinary members of each panel, and happy to have been asked to play this role. It was a pretty full-time job reading and evaluating several hundred research articles or books during August to October 2021, but I was motivated to try to ensure the new processes for evaluating interdisciplinary work proves effective."





## Planning and design work continues for Kellogg's West Campus



## Future plans



### Kellogg College Site

During 2020-21, and during periods of reduced regulation, the College took the opportunity to undertake a range of projects that would have otherwise been disruptive to students and members. The pandemic caused two tenants of the College to vacate their office spaces, enabling us to provide a dedicated office to the Global Centre on Healthcare and Urbanisation (GCHU) as well as to relocate some other staff offices.

The Kellogg West Campus project took forward planning and design effort, working closely with the University and Hertford and Reuben colleges to ensure that the proposals maximise the opportunities whilst offering an appropriate environment for student accommodation that meets the planning and development requirements of Oxford City Council. The planning and design work continues beyond the 2020-21 period, with the formal planning application scheduled to be submitted in the summer of 2022. This project will create a significant increase in accommodation, enabling us to increase our annual intake of full-time students and will support the College's aspirations to establish a wider and more extensive conference offering, including the capacity to host summer schools entirely on campus.

Kellogg will look to build on the positive experiences gained in delivering online presentations and events, with a view to delivering a blended programme of online and in-person events and activities once Covid-19 restrictions are lifted.

### Royal Charter

During 2020-21, the Governing Body reiterated its position that the College continues to seek Royal Charter status.



# Governing Body, Officers and Advisers





## Governing Body, Officers and Advisers

### Members of the Governing Body

University Council regulations 10 of 2002<sup>1</sup> 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 <sup>1</sup> and Scholarship <sup>2</sup> )	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports <sup>3</sup> Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee <sup>2</sup> )	Nominating Committee	Site Committee (including Garden's Sub-committee)	Sustainability Committee
Dr Nihan Akyelken					■					
Dr Matthew Amengual										
Dr Shreya Atrey			■							
Dr Idalina Baptista				■						
Dr Jason Bell										
Dr Reuben Binns										
Professor David Beard	2	■								
Dr Pedro Bordalo					■					
Professor Tom Buchanan								■		
Dr Sandie Byrne	■		■					■	■	
Professor Jim Davies										
Dr Sean Duffy							■			
Dr Dace Dzenovska	2									
Dr Elizabeth Gemmill										
Dr Nazila Ghanea			■			4	■			
Professor Jeremy Gibbons	■									
Professor David Griffiths								■	5	
Dr Jonathan Healey	■	■								
Professor Carl Heneghan			■						■	
Dr Judith Hillier									■	
Professor Therese Hopfenbeck	Started MT19	2								
Dr Debbie Hopkins										5
Dr David Howard								■		
Dr Bige Kahraman										
Dr Yasmin Khan	■ 1,2	■	■		■	■		■		
Dr Javier Lezaun									■	
Dr Andrew Markham	1,2									
Professor Andrew Martin						■ 4				
Professor Ivan Martinovic					3			■		

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

## Governing Body, Officers and Advisers (continued)

	Academic Committee (including JRF and Scholarship <sup>2</sup> )	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports <sup>3</sup> Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee <sup>2</sup> )	Nominating Committee	Site Committee (including Garden's Sub-committee)	Sustainability Committee
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										
Dr Andrew Simpson			■					3		
Dr Mark Smith	■									
Professor Paul Smith										
Dr Tara Stubbs	■			■					3	
Dr Filipe Thomaz	■									
Professor Niki Trigoni	■									
Professor Max Van Kleek					■	■				
Professor Niall Winters			■						■ 4	

The following non-Governing Body members are members of Kellogg College Committees

[ON – Ordinary Fellow, VF – Visiting Fellow, CRM – Common Room Member, RMCR – Research Member of Common Room]

Name	Appointed	Academic Committee (including JRF and Scholarship <sup>2</sup> )	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports <sup>3</sup> Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee <sup>2</sup> )	Nominating Committee	Site Committee (including Garden's Sub-committee)	Sustainability Committee
Dr Kathy Davies (VF)	Appointed									■	
Judith Holder (CRM)	Appointed		■								
Dr Jeremy Howick (ON)	Appointed					3					
Dr Tony Harris (CRM)	Appointed						■				
Dr Alison MacDonald (ON)	Appointed								4		
Dr Kamal Mahtani (ON)	Appointed										5
William Scott-Jackson (Alumnus)	Appointed			■							
Lucy Shaw (ON)	Appointed										5
Dr Richard Stevens (ON)	Appointed					■					
Dr Hilary Wynne (RMCR)	Appointed					3					

#### Governing Body office holders

President: Professor Jonathan Michie  
 Vice-President: Dr David Mills  
 Secretary to Governing Body: Dr Marek Naczyk  
 Senior Tutor: Dr Yasmin Khan  
 Admissions Tutor: Professor Jeremy Gibbons  
 Dean: Dr Tara Stubbs

#### College address

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

#### Website

[www.kellogg.ox.ac.uk](http://www.kellogg.ox.ac.uk)

#### 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



Our diverse community provides a rich melting pot of ideas, personalities, and experiences



# Report of the Governing Body



The Members of the Governing Body present their Annual Report for the year ended 31 July 2021 under University Council regulation 10 of 2002<sup>‡</sup> (as amended in 2019) together with the management 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 2020-2021 Governing Body, together with details of the senior staff and advisers of the College, are given on page 20-21.

## Structure, governance and management

### Governing documents

The College is empowered through University Regulation 10 of 2002 (as amended in 2019). For more information about governance at Kellogg visit [www.kellogg.ox.ac.uk/explore/governance](http://www.kellogg.ox.ac.uk/explore/governance)

<sup>‡</sup> 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.

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 page 24-25, and it delegates day to day management of the College to the Governing Body Officers and senior members of staff, listed on page 21.

### 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

Governing Body members receive a modest academic allowance, and the College makes a contribution towards the salary of the President.

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 ten Committees and four Sub-committees:

- **The Finance and Resources Committee:** Chaired by a Senior GB Fellow, membership consists of the College President, Senior Tutor, six other members nominated by GB, the Finance Bursar

and an MCR representative. The Committee meets once each term and once more at the end of the 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 3 other Fellows, the Finance Bursar, and the Academic Administrator. The Sub-committee meets once each term.
  - **The JRF Sub-committee:** 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 Development and Alumni Relations Committee:** Chaired by the College President, membership consists of six Fellows, the Finance Bursar, the Director of Development and Alumni Relations, 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 Communications Committee:** Chaired by a Fellow, membership consists of two other Fellows, the President, the Finance Bursar, the Assistant Academic Administrator, the Communications Manager, 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 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 Site Committee:** Chaired by the President, membership consists of the Vice-President, three other members nominated by Governing Body, a Junior Dean, the Domestic Bursar, the Finance Bursar, the Head of Facilities Management 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 Head of Facilities Management, 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.
- **Sustainability Committee:** Chaired by the Sustainability Fellow, membership consists of two other Fellows, the President, the Senior Tutor, the Domestic Bursar, the Finance Bursar and an MCR representative.

The day-to-day running of the College is delegated to the Finance Bursar, supported by the Domestic Bursar, an Academic Administrator and a Senior Management Team. 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 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.

### Mission, Vision, Objectives and Activities

#### Mission, Vision and Objectives of the College

The Mission of Kellogg College is to welcome and support part-time and full-time graduate students, promoting the University's work in lifelong learning, and delivering the best possible Oxford experience for students.

Our vision is to strengthen the positive impact the University has locally, regionally, nationally, and globally, bringing together full-time and part-time students within the College, thereby enriching the pool of intellectual talent attracted to study and research in Oxford. This both requires and reinforces the College's values of openness, engagement, innovation and social relevance.

Kellogg welcomes and supports part-time and full-time graduate students. 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

On the census date of 1 December 2020, Kellogg had a total of 1,211 students, comprising 225 postgraduate research students, 971 postgraduate taught students, and 15 taught PGCE students. Within the 1,211 total, 965 students were part-time and 246 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.

To enable students to realise their academic potential and develop other personal qualities while at University, the College provides 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, sporting activities, 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 of College.

Kellogg staff are recruited without regard to their gender, 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.

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 2020-21 academic year Kellogg College made payments totaling £107k in the form of scholarships and grants, including travel grants, research support grants, and hardship grants. In addition, Kellogg contributed £9k towards the MCR, £12.7k towards students' sporting and recreational endeavours, and over £45k towards welfare support.

**Our rich and vibrant environment is ideal for nurturing lifelong learning**





# Financial review



The College's total incoming resources were £4,426k, and total resources expended were £4,313k (-1.5% on prior year). The College posted an in-year surplus of £113k and took the decision to re-invest £559k endowment income through accounting and reserves adjustments.

Exceptional operating losses were incurred as a result of the Covid-19 pandemic, with particular impact on rent and conference revenue and these losses were offset through a successful application to the Oxford College Contribution Scheme and engagement with the government Furlough job retention scheme.

## Reserves policy

The College's reserves policy is to build reserves so as to be able to take advantage of strategic asset purchases when they become available whilst maintaining sufficient free reserves to enable the College to meet its short-term financial obligations in the event of an unexpected revenue shortfall and to 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 £11.1m (2019-20 £11.5m). The £11.1m figure is after allowing for a £2.48m

loan from the University and a further £1.27m restricted funds (such as Research Centres, specific donations and future year commitments arising from the Scholarship programme). The value of Kellogg's unrestricted endowment funds invested with Oxford Endowment Management is £21.5m (2019-20 £15.2m).

## Risk management

The College has 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 is not able to address risk issues using internal resources, the College takes advice from experts external to the College 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

## Financial review (continued)

identified risks to which the College and its subsidiaries are exposed and have concluded that adequate systems are in place to manage these risks.

During 2020-21 the Covid-19 pandemic required the College to implement its Business Continuity and Crisis Management processes, establishing a Gold Team<sup>5</sup> to guide and make decisions in response to the pandemic, and a Silver Team of operational staff, chaired by the Finance Bursar and reporting to the Gold Team, 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 activities of the College. 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 the maintenance of high standards and the excellence of the College facilities in supporting students. The total received by way of legacies and donations this year was £223k (2019-20 £131k). The College is grateful to Alumni and friends who provided support during the year towards the financial well-being of the College, and the College is preparing plans for strengthening the Development and Alumni Relations team, and preparing future fundraising campaigns.

<sup>5</sup> 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.

Kellogg operates within the Financial Regulatory framework of the University, preparing annual budgets, quarterly forecasts and following prescribed year-end accounting requirements. There is currently no requirement for Kellogg to produce full statutory accounts but for the purposes of this Annual Report the College's year-end management accounts and Balance Sheet have been represented in the form adopted by the Oxford College statutory annual report template.

The College receives advice and guidance from the University regarding implementation of the FRS102 accounting standard and classification of accounting entries within the University's HE SORP requirements alongside the Oxford College's Charity SORP requirements.

*Approved by the Governing Body on 11 May 2022.*

**As a Society of the University of Oxford, the Kellogg College accounts are not separately audited and as such there is not a signed report from the auditors.**



# Kellogg College overall position

for the year ended 31 July 2021

	Including OIPA £'000	Excluding OIPA £'000
Income	5,007	4,426
<b>Total Income</b>	<b>5,007</b>	<b>4,426</b>
Staff Costs	2,367	2,007
Non-Staff Costs	2,353	2306
<b>Total Costs</b>	<b>4,720</b>	<b>4,313</b>
Surplus/(Deficit)	286	113
	<b>£'000</b>	<b>£'000</b>
<b>Accounting &amp; Reserves Adjustments</b>		
Trust fund re-invested	559	559
OIPA Recharges	33	33
<b>Adjusted Surplus/(Deficit)</b>	<b>878</b>	<b>705</b>

# Kellogg College income

for the year ended 31 July 2021

	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2021 Total £'000	2020 Total £'000
<b>Tuition and Research Income</b>					
Postgraduate Fee Income - Home/EU	1,110	-	-	1,110	1,026
Postgraduate Fee Income - Overseas	804	-	-	804	826
<b>Total Postgraduate Income</b>	<b>1,914</b>	<b>-</b>	<b>-</b>	<b>1,914</b>	<b>1,852</b>
Research Income	98	-	-	98	31
Contributions to academic staff costs (OIPA)	576	-	-	576	334
Miscellaneous	22	-	-	22	25
<b>Total Research Income</b>	<b>696</b>	<b>-</b>	<b>-</b>	<b>696</b>	<b>390</b>
<b>Total Tuition and Research Income</b>	<b>2,611</b>	<b>-</b>	<b>-</b>	<b>2,611</b>	<b>2,243</b>
<b>Residential Income</b>					
Student accommodation income	368	-	-	368	508
Student catering income	5	-	-	5	75
Income from stores, buttry, bar	14	-	-	14	70
Other residential income	14	-	-	14	73
Charitable conference and function income	-	-	-	-	24
Charitable other trading income	-	-	-	-	29
<b>Total Residential Income</b>	<b>402</b>	<b>-</b>	<b>-</b>	<b>402</b>	<b>779</b>
<b>Voluntary Income (Donations and Legacies)</b>					
Donations and legacies	209	-	-	209	138
College Contribution Committee	850	-	-	850	411
Furlough Scheme	148	-	-	148	136
<b>Total Voluntary Income</b>	<b>1,207</b>	<b>-</b>	<b>-</b>	<b>1,207</b>	<b>685</b>
<b>Non-Charitable Trading Income</b>					
Conference and function income	-	-	-	-	9
Admissions charges and facilities fees	-	-	-	-	-
Publications and merchandise sales	-	-	-	-	3
<b>Subtotal Trading Subsidiary Income</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>12</b>
Share of Joint Venture Income	-	-	-	-	-
Other miscellaneous trading income (KAIP)	571	-	-	571	473
<b>Total Non-Charitable Trading Income</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>12</b>
<b>Investment Income</b>					
Commercial rent	9	-	-	9	52
Income from fixed interest stocks	194	-	-	194	203
Interest on fixed term deposits and cash	8	-	-	8	52
<b>Total Investment Income</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>210</b>	<b>307</b>
<b>Bank and Other Interest</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Other Income (OIPA)*</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>49</b>
<b>Total Income</b>	<b>5,007</b>	<b>-</b>	<b>-</b>	<b>5,007</b>	<b>4,450</b>
<b>Total Income Exc. OIPA</b>	<b>4,426</b>	<b>-</b>	<b>-</b>	<b>4,426</b>	<b>4,164</b>



# Kellogg College expenditure

staff costs for the year ended 31 July 2021

Function/Dept	Charitable expenditure				Total Teaching, Research & Residential £'000
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	
<b>DIRECT COSTS</b>					
Teaching Fellows	90	-	-	-	90
Research fellows	-	9	-	-	9
Other Research Staff (OIPA)	-	361	-	-	361
Academic Administration	167	13	-	-	180
Admissions	72	-	-	-	72
<b>Total Academic Department</b>	<b>328</b>	<b>382</b>	-	-	<b>711</b>
Library	-	14	-	-	14
<b>Total Academic Services</b>	-	<b>14</b>	-	-	<b>14</b>
Gardens & Grounds	-	-	41	-	41
Maintenance	-	-	163	-	163
Accommodation & Housekeeping	-	-	82	-	82
Catering & Bars	-	-	238	-	238
Porters Lodge	-	-	50	-	50
Other domestic costs	-	-	18	-	18
<b>Total Premises</b>	-	-	<b>592</b>	-	<b>592</b>
Development	-	-	-	-	-
Other (Communications)	40	8	8	8	65
Other (Events)	-	-	19	-	19
Other (KAIP)	-	-	-	-	84
<b>Total Gen Ed/Central Admin</b>	<b>40</b>	<b>8</b>	<b>28</b>	<b>8</b>	<b>168</b>
<b>Total Direct Staff Costs</b>	<b>369</b>	<b>405</b>	<b>620</b>	<b>8</b>	<b>1,485</b>
<b>INDIRECT COSTS</b>					
IT	74	30	31	-	134
<b>Total Academic Services</b>	<b>74</b>	<b>30</b>	<b>31</b>	-	<b>134</b>
HR	85	17	68	-	169
Financial Administration	83	8	66	-	157
Other Financial Charges	-	-	-	-	-
<b>Total Gen Ed/Central Admin</b>	<b>167</b>	<b>25</b>	<b>134</b>	-	<b>326</b>
<b>Total Support Costs - Staff</b>	<b>241</b>	<b>55</b>	<b>165</b>	-	<b>461</b>
<b>Total Staff Costs</b>	<b>610</b>	<b>459</b>	<b>785</b>	<b>8</b>	<b>1,946</b>
<b>Total Staff Costs Exc. OIPA</b>	<b>610</b>	<b>99</b>	<b>785</b>	<b>8</b>	<b>1,585</b>

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
-	-	90	91
-	23	32	5
-	-	361	325
-	-	180	174
-	-	72	75
-	23	<b>734</b>	<b>671</b>
-	-	14	14
-	-	<b>14</b>	<b>14</b>
-	-	41	39
-	-	163	157
-	-	82	74
-	267	505	547
-	-	50	48
-	-	18	6
-	<b>267</b>	<b>859</b>	<b>872</b>
131	-	131	129
16	-	81	105
-	13	32	30
-	34	34	133
<b>148</b>	<b>47</b>	<b>278</b>	<b>397</b>
<b>148</b>	<b>336</b>	<b>1,885</b>	<b>1,954</b>
13	-	148	134
<b>13</b>	-	<b>148</b>	<b>134</b>
-	-	165	153
8	-	65	167
-	-	-	-
<b>8</b>	-	<b>335</b>	<b>320</b>
<b>22</b>	-	<b>482</b>	<b>454</b>
<b>169</b>	<b>336</b>	<b>2,367</b>	<b>2,409</b>
<b>169</b>	<b>336</b>	<b>2,007</b>	<b>2,084</b>



# Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2021

Function/Dept	Charitable expenditure				Total Teaching, Research & Residential £'000
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	
<b>DIRECT COSTS</b>					
Research fellows	-	14	-	-	14
Other Research Staff (OIPA)	-	48	-	-	48
Academic Administration	2	-	-	-	2
Admissions	1	-	-	-	1
<b>Total Academic Department</b>	<b>3</b>	<b>61</b>	-	-	<b>64</b>
Prizes & Scholarships	91	-	-	-	91
Bursaries & Other Student Support Grants	61	-	-	-	61
Library	-	4	-	-	4
<b>Total Academic Services</b>	<b>152</b>	<b>3</b>	-	-	<b>155</b>
Sports, Societies & Student Common Rooms	(0)	-	7	-	6
Welfare	-	-	13	-	13
<b>Total Staff &amp; Student Facilities</b>	<b>0</b>	-	<b>20</b>	-	<b>20</b>
Gardens & Grounds	-	-	100	-	100
Building Maintenance	-	-	321	-	321
Equipment Maintenance	-	-	30	-	30
Furniture and Equipment	5	-	106	1	112
Accommodation & Housekeeping	-	-	155	-	155
Catering & Bars	-	-	32	-	32
Porters Lodge	-	-	-	-	-
Rents, Rates, Insurance	-	-	247	-	247
Energy	-	-	87	-	87
Water	-	-	19	-	19
<b>Total Premises</b>	<b>12</b>	-	<b>1,099</b>	<b>1</b>	<b>1,105</b>
Development	-	-	-	-	-
Audit fees	-	-	2	-	2
Legal and Professional	-	-	3	-	3
College Contribution	-	-	-	-	-
Miscellaneous	2	-	2	-	5
Other (Communications)	12	2	-	2	16
Other (Events)	-	2	11	-	12
Other (KAIP)	-	-	-	-	-
Other (ICM)	-	-	45	-	45
<b>Total Gen Ed/Central Admin</b>	<b>14</b>	<b>4</b>	<b>63</b>	<b>2</b>	<b>83</b>
<b>Total Direct Non-Staff Costs</b>	<b>174</b>	<b>68</b>	<b>1,182</b>	<b>3</b>	<b>1,426</b>

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
-	(26)	(12)	53
-	-	48	151
-	-	2	32
-	-	1	14
-	<b>(26)</b>	<b>38</b>	<b>250</b>
-	-	91	176
-	-	61	32
-	-	4	4
-	-	<b>155</b>	<b>212</b>
-	-	6	12
-	-	13	38
-	-	<b>20</b>	<b>50</b>
-	-	100	83
-	-	321	245
-	-	30	44
1	-	113	289
-	24	180	227
-	26	58	85
-	-	-	-
-	-	247	158
-	-	87	85
-	-	19	15
<b>1</b>	<b>50</b>	<b>1,156</b>	<b>1,231</b>
34	-	34	90
-	-	2	-
-	-	3	1
-	-	-	-
-	-	5	54
5	2	23	34
-	5	17	60
-	271	271	455
-	-	45	-
<b>39</b>	<b>8</b>	<b>400</b>	<b>695</b>
<b>40</b>	<b>32</b>	<b>1,769</b>	<b>2,439</b>



# Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2021

Function/Dept	Charitable expenditure				Total Teaching, Research & Residential £'000
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	
<b>INDIRECT COSTS</b>					
IT	3	1	1	-	5
<b>Total Academic Services</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>5</b>
HR	6	1	5	-	11
Investment Management	-	-	-	-	-
Interest Payable	-	-	111	-	111
Other Financial Charges	27	12	-	-	39
<b>Total Gen Ed/Central Admin</b>	<b>33</b>	<b>13</b>	<b>116</b>	<b>-</b>	<b>161</b>
Depreciation	208	-	208	-	416
<b>Total Premises</b>	<b>208</b>	<b>-</b>	<b>208</b>	<b>-</b>	<b>416</b>
<b>Total Indirect Non-Staff Costs</b>	<b>244</b>	<b>14</b>	<b>325</b>	<b>-</b>	<b>582</b>
<b>Total Non-Staff Costs</b>	<b>417</b>	<b>82</b>	<b>1,507</b>	<b>3</b>	<b>2,009</b>
<b>Total Non-Staff Costs Exc. OIPA</b>	<b>417</b>	<b>34</b>	<b>1,507</b>	<b>3</b>	<b>1,961</b>

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y 2018-19 £'000
0	-	5	9
<b>0</b>	<b>-</b>	<b>5</b>	<b>9</b>
-	-	11	7
2	-	2	2
-	-	111	114
-	-	39	36
<b>2</b>	<b>-</b>	<b>163</b>	<b>161</b>
-	-	416	426
<b>-</b>	<b>-</b>	<b>416</b>	<b>426</b>
<b>3</b>	<b>-</b>	<b>585</b>	<b>596</b>
<b>42</b>	<b>32</b>	<b>2,353</b>	<b>3,035</b>
<b>42</b>	<b>32</b>	<b>2,306</b>	<b>2,884</b>



# Balance Sheet

at 31 July 2021

Balance Sheet at Financial Year End	Position as at 31 July 2021 £'000	Position as at 31 July 2020 £'000	Movement in year £'000
<b>Fixed Assets</b>			
Tangible Fixed assets	12,547	12,963	-416
Investments	27,026	23,362	3,664
<b>Total Fixed Assets</b>	<b>39,572</b>	<b>36,325</b>	<b>3,427</b>
Current Assets	19,117	5,123	13,994
Current Liabilities	-20,099	-9,622	-10,476
<b>Total Assets less Current Liabilities</b>	<b>38,591</b>	<b>31,825</b>	<b>6,765</b>
Creditors falling due after one year	-2,479	-2,563	84
Defined benefit Pension Scheme Liability	-	-	-
<b>Total Net Assets</b>	<b>36,112</b>	<b>29,262</b>	<b>6,850</b>
<b>Funds of the Society</b>			
Endowment Funds	-21,554	-15,221	-6,334
Restricted Endowment Funds	-1,395	-1,164	-231
Unrestricted Funds	-11,147	-11,532	385
Restricted Funds	-2,015	-1,345	-670
<b>Total Funds</b>	<b>-36,112</b>	<b>-29,262</b>	<b>-6,850</b>
<b>Restricted Endowments</b>			
Diana Wood	-667	-552	
Oxford - McCall MacBain	-728	-613	
<b>Total Restricted Endowments</b>	<b>-1,395</b>	<b>-1,164</b>	
<b>Restricted Funds</b>			
Scholarships	-831	-691	
Kellogg Research Centres	-385	-42	
Other Restricted Donations Received (eg Strudwick Lecture Fund)	-56	-48	
Oxford Institute of Population Ageing	-743	-564	
<b>Total Restricted Funds</b>	<b>-2,015</b>	<b>-1,345</b>	





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