



Kellogg College
University of Oxford

Annual Report and Financial Statements

YEAR ENDED 31 JULY 2022



Contents

Foreword	3
Executive summary	5
Achievements and performance in 2021-22	7
Future plans	17
Governing Body, Officers and Advisers	19
Report of the Governing Body	23
Financial review	30

Foreword



The 2021-22 academic and financial year witnessed the College not only emerge from the Covid-19 pandemic having managed to support our students successfully throughout, but also saw us publish the Report on What Creates Healthy Cities? One of the last College events before the first lockdown in March 2020 had been a visit by the then HRH Prince of Wales. In his speech, he spoke not only about what an honour it was to have been made a Bynum Tudor Fellow of our College, but also how pleased he was to see his passions around the need for sustainable urban development, to promote health and wellbeing, being taken forward by the College's Global Centre on Healthcare and Urbanisation.

As a result of that speech, the College decided to respond to the Covid-19 pandemic by launching a Commission on Creating Healthy Cities – to consider how urban areas might be made more resilient to future pandemics, whilst also promoting health and wellbeing more generally. This Commission was chaired by Lord Best, with an International Advisory Board chaired by Lord Crisp. The Commission launched its Report in July 2022 at the House of Lords, following which the Commission's recommendations have been promoted and taken forward in a variety of ways - updates of which will be detailed in subsequent editions of the College's Annual Report.

Generous funding needs to be acknowledged: for the Global Centre on Healthcare and Urbanisation from the McCall MacBain Foundation and The Prince's Foundation; and for the Commission on Creating Healthy Cities also from those Foundations as well as our donors Dr Ralph Walter and Halley Liu. We are most grateful for what they made – and continue to make – possible.

Other highlights during the year included the visit by our Bynum Tudor Fellow, La June Montgomery Tabron, President of the W.K. Kellogg Foundation; and the Inaugural Lecture from our Statutory Professor of Padiatric Neuromuscular Diseases, Laurent Servais.

These activities and events were enjoyed greatly by the whole College community, and helped establish new benchmarks from which the College continues to progress and prosper.

Professor Jonathan Michie
President, Kellogg College

Trinity term saw the return of a full programme of events and activities



Executive summary



2021-22 saw a marginal increase in Kellogg College student numbers to 1,213 at the MT21 student census (1,211 in MT20), with 949 part-time students and 264 full-time. The total of 1,213 consisted of 253 postgraduate research students, 946 postgraduate taught students, and 14 taught non-Master's (PGCE) students.

The College posted an adjusted in-year operating deficit of £80k. Actual income recorded was £4,277k, and expenditure was £4,975k. Accounting and reserves adjustments reflected the decision to reinvest £619k of income from the Kellogg endowment.

The College had 50 Official Fellows in the year (47 in 2020-21), plus 38 Ordinary Fellows, 40 Visiting Fellows, 39 Research Fellows, 30 Emeritus Fellows and 12 Honorary Fellows. There were 31 Common Room Members and 41 Research Members of Common Room.

Highlights

The 2021-22 year started under the prevailing uncertainties caused by the Covid-19 pandemic. The College maintained services to students throughout the period of national Covid-19 restrictions, adopting remote systems to deliver events and student engagement, and always retaining an onsite presence and support service through the College Hub, except when the most severely restrictive government regulations were in force. Administrative staff continued to predominantly work from home throughout the Covid-19 restrictions. In the second half of the year restrictions were lifted and new hybrid ways of working became possible.

The College continued to experience significant losses of revenue from rents and commercial activities, including conference activity during Michaelmas and Hilary Terms. These losses were partially offset through the tapered government Furlough scheme, and reduced

activities. Covid-19 restrictions were sufficiently lifted by Trinity Term and the College was able to return to a full programme of events and activities for the whole term and into the summer vacation period.

The lifting of restrictions also meant that Kellogg's Statutory Professor, Laurent Servais, was able to give his formal inaugural lecture in May 2022, having previously been postponed due to the Covid-19 pandemic.

We have continued working with the University and Reuben College to advance the development proposals for the area bounded by the Banbury and Winchester Roads. Alongside this, we have secured the University Council's formal approval for the allocation of the land and existing buildings to Kellogg and Reuben colleges respectively. The project will not only create substantial additional student accommodation for Kellogg but will also make a significant contribution towards establishing the College in a single location with excellent accommodation and student and conference facilities for our long-term future.

The College's Global Centre on Healthcare and Urbanisation (GCHU) settled very quickly, and after just one year of operation launched a Commission on Creating Healthy Cities report at the House of Lords in July 2022.

We were also successful in securing grant funding towards the preparation of a College Decarbonisation Plan. The grant application highlighted that the majority of Kellogg properties rely on aged gas boilers for water and space heating. It is anticipated that the professionally prepared Decarbonisation Plan will give us a prioritised set of actions to reduce carbon consumption, and provide a core document to support subsequent funding applications to enable the plans to be delivered.

Our key focus for 2021-22 was the safety and wellbeing of Kellogg's community



Achievements and performance in 2021-22



The 2021-22 academic year started under continued restrictive government Covid-19 regulations, and our principal focus was to ensure the safety and wellbeing of Kellogg students, staff and Fellows by providing key support to students and maintaining site operations and safety measures to a high standard. Gradually College in-person activity was able to pick up, and staff who had settled into a pattern of working from home began returning to the College site.

Student offering and support

The number of students supported was 1,213 keeping term, plus a further 80 students suspended and 242 students awaiting examinations or results. Kellogg worked to improve the student experience in a number of areas:

- i. Each of the administrative operational teams was able to continue in their role in support of the Kellogg student body despite the restrictions imposed by the pandemic. Online events and student support continued to be provided throughout the year.
- ii. The College implemented a fully online programme of student progress meetings in Hilary Term 2022, providing the opportunity for the highest-ever number of students to meet with one or more Fellows of the College to discuss their progress. These were also

important opportunities to discuss possible enhancements to the College student experience.

- iii. The College Hub remained open for café services for the majority of the year, closing only when government Covid-19 regulations were particularly restrictive. The Hub was also adapted to provide a student workspace when it was not possible to reopen the College library.
- iv. Work to develop a formal Kellogg Estate Strategy was initiated, with discussions about the potential for improving student facilities as well as increasing student accommodation.

Kellogg College scholarships and awards

Kellogg maintains a programme of scholarships and research and travel awards, as well as offering hardship awards for students experiencing unexpected financial issues during their studies. The College continues to seek additional funding for our scholarship programme.

Naji Scholars 2021-22

Our two Naji Foundation Scholars for the 2021-22 academic year were Dr Sinéad O'Neill and Muireann Harte.

Achievements and performance (continued)



Dr Sinéad O'Neill has been a Health Technology Assessor at the National Centre for Pharmacoeconomics since May 2021. She graduated with a BSc in Public Health (2008) from the School of Epidemiology at University College Cork (UCC) and holds a First Class Honours Master's in Public Health from UCC (2009). In 2010, she was awarded a Health Research Board Ireland (HRB) scholarship on the SPHeRE PhD programme in Health Services Research, based in the National Perinatal Epidemiology Centre (NPEC) where she received the Shani Rushin Memorial award for academic excellence. Her thesis investigated 'Caesarean section delivery and subsequent subfertility – a longitudinal Danish register-based cohort study'.

Sinéad worked as a Post-Doctoral Fellow in the Irish Centre for Fetal and Neonatal Translational Research (INFANT) from 2010 to 2014, where she was awarded an HRB-funded Cochrane Fellowship. Her Cochrane review – 'Different insulin types and regimens for pregnant women with pre-existing diabetes' – informed the National Institute for Health and Care Research (NIHR) guidelines in the UK. Sinéad subsequently worked at the Health Information and Quality Authority (HIQA) as a Health Services Researcher within the HTA Directorate from 2017-2021, providing methodological support in the development of national clinical guidelines in Ireland.

Sinéad commented: "Being awarded the prestigious Naji Foundation Scholarship to complete an MSc in Evidence-Based Healthcare at Oxford will support my professional role on a day-to-day basis. It will increase my use and understanding of evidence in healthcare to make informed choices and decision-making, and will build on my passion and interests in the area of systematic reviews, meta-analysis and evidence-based methodologies to inform HTAs. I will be able to share my new skills and knowledge among colleagues and in the wider healthcare disciplines in Ireland, further building on the current evidence-based healthcare remit."



Muireann Harte is a Clinical Specialist Physiotherapist currently working in acute care, providing advanced orthopaedic triage as part of the HSE Quality and Clinical Care Directorate's Clinical Pathway Development Initiative at the National Orthopaedic Hospital Cappagh (NOHC), Dublin, Ireland. She has over 17 years post-qualification clinical experience, including over 10 years as Advanced Practice Physiotherapist within the NHS and HSE, and as lead sports medicine physiotherapist with the Irish Sport Institute.

She was also part of the Irish Athletic Boxing Association Ireland (IABA) medical team, and previously treated Olympic athletes during high performance sports competitions, including the London 2012 and Rio 2016 Olympic Games, and 2019 IABA World Championships.

Muireann completed a BSc Hons degree in physiotherapy at the University of Ulster in 2004, and she has developed her skills further through various postgraduate courses, including a Musculoskeletal Association of Chartered Physiotherapists (MACP) Master's in Musculoskeletal Physiotherapy, SOM Diploma in Orthopaedic Medicine, AACP Diploma in Acupuncture and RCSI Postgraduate Module in Musculoskeletal Injection Therapy. She is currently leading the development of a 'first contact practitioner' service at NOHC, and undertaking a retrospective cohort study service evaluation to identify the potential for future development of advanced physiotherapy practice roles within the HSE in Ireland.

Muireann told us: "The opportunity provided by the Naji Foundation Scholarship, to study for a master's in Evidence-Based Medicine (EBM) at Oxford University, has ignited my enthusiasm for EBM, removing my previous barriers and knowledge gaps of the basic skills of EBM. Now passionate about the implementation of EBM in healthcare, I am committed to delivering high quality, evidence-based patient care. I knew it was my duty to become an active member of the Evidence-Based Practice Ireland (EBPI) network, promoting the use of EBP in the HSE by facilitating training workshops for healthcare staff.

"I am ready and qualified for the next stage in a successful career and I'm looking forward to making a significant contribution within an advanced physiotherapist practice role, developing high impact, evidence-based clinical interventions that make real changes to the quality of a patient's care experience. I hope to become a future Evidence-Based Healthcare DPhil student in Oxford."

The scholarships are made possible through the kind generosity of the Naji Foundation. The Foundation was established in 2014 by entrepreneur and philanthropist Samir Naji to support activities and research that increase the use and understanding of evidence in healthcare.

Achievements and performance (continued)

Development and alumni relations

During this financial year, Kellogg's Development and Alumni Relations function has continued to strengthen. Regular giving to the College increased by 69%; and the total sum of philanthropic gifts increased by 17%. The Development and Alumni Relations team, under the leadership of the Director of Development and Alumni Relations, has worked towards identifying new supporters; enhancing existing donor records; and increasing engagement with Kellogg's global alumni community.

The Major Gifts Officer who was appointed in January 2022, undertook a significant piece of work to identify individuals, trusts and foundations and corporations with a capacity to give large gifts across the College's main three priority areas:

- enhancing the student experience;
- improving the scale and quality of College facilities; and
- growing the College's endowment to make the above two priorities financially self-sustaining in the long-term.

Alumni relations

During this period, resource has been directed 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. To this end a termly newsletter has been established, the first copy of which went out to alumni in June 2022, and was very well received.

The College gradually returned towards pre-pandemic norms of in-person events. For instance, the first Diana Wood Memorial Concert post-pandemic was held on 28 April 2022.

To celebrate the 5th year anniversary of Kellogg's Hub Café, and steward donors who pledged regular gifts towards its capital campaign, we hosted a drinks reception in the Hub itself. The campaign resulted in new donors joining Kellogg's regular giving programme, the 1990 Club and increasing its membership by over 50%.

Development

Since its launch in September 2020, the 1990 Club, which supports areas such as student support and College sustainability measures, has increased its philanthropic income by 69% (compared to previous annual giving income).

Towards the end of 2021-22, after delays during the Covid-19 pandemic, Kellogg initiated the first gift towards the Breaking New Ground campaign, which will start the transformation of Kellogg's grounds.

Kellogg was delighted to host senior representatives of the W.K. Kellogg Foundation for a week at the end of Trinity Term. Arising out of the week was the prospect of a shared vision for evaluating the Foundation's current programme of philanthropic grants through a possible Global Centre for Evaluating Impact based at Kellogg College.

Highlights include:

- A £111,000 gift from the McCall MacBain Foundation, part of their pledge to support research at Kellogg's Global Centre on Healthcare and Urbanisation.
- A £48,000 gift from the Naji Foundation in support of the Naji Foundation Scholars.
- A £14,900 gift from Kellogg alumni and Bynum Tudor Fellow Ralph Walter.
- A £12,000 gift from Kellogg alumni David Hirsch.

Kellogg member's activities

New year honour for Kellogg President

Our congratulations go to Professor Jonathan Michie, who was appointed OBE for services to education and lifelong learning in the 2022 New Year Honours List.



The New Year Honours List recognises outstanding achievements by a wide range of extraordinary people from across the United Kingdom. People are awarded honours for achievements in their field of work – including health, education, science and technology – as well as for making a difference to their community.



Achievements and performance (continued)

As well as being Professor of Innovation and Knowledge Exchange and President of Kellogg, Professor Michie also led the University's Department for Continuing Education for over 13 years. He was Co-Secretary of the Centenary Commission on Adult Education, and was a member of the Management and Business Panel for REF2021, and is currently Chair of the Universities Association for Lifelong Learning, and Managing Editor of the International Review of Applied Economics

He responded: "There's no doubt this award is largely a recognition of the amazing success of our College's growth and development. We have become Oxford's most diverse, interdisciplinary and international college; promoting values of academic excellence, innovation and social and environmental sustainability; all the time creating and developing a sense of belonging for all members of our College – a community that is focussed on making ever greater positive impacts upon the world beyond academia. Each aspect of this success has been the result of our collective endeavours. I feel honoured to be a part of this, and to have been able to contribute along with everyone else."

Fellow Dr Hillier recognised by IoP

Kellogg Fellow Dr Judith Hillier was awarded the Institute of Physics' Marie Curie-Skłodowska Medal and Prize 2021, and elected as a Fellow of the Institute of Physics (IoP). The medal recognises her significant contribution to the support of women in physics through her work with the Conference for Undergraduate Women in Physics (CUWiP UK & Ireland) and the education of physics teachers.

Dr Hillier has played a key role in CUWiP, an event originally organised at the University of Southern California in 2006, and first held in Oxford in March 2015, led by Professor Daniela Bortoletto. Dr Hillier was brought in to conduct the conference evaluation using substantial pre- and post-conference questionnaires which revealed the powerful effect the conference had on participants. Dr Hillier has continued to conduct the evaluations for subsequent conferences, and the data helped the event organisers to continue to find funding for the conference. This has also led to the IoP setting up a steering committee to make CUWiP UK and Ireland a key part of the physics community's work to support women in physics. Dr Hillier's contributions to the steering committee have been hugely valuable in enabling these conferences to succeed.

Dr Hillier has led the Initial Teacher Education partnership at Oxford since 2010 – now one of the leading providers in the UK and

internationally. She regularly advises the IoP Education team about Initial Teacher Education, and her expertise as a teacher educator is also valued by the Association for Science Education.



"CUWiP is an amazing initiative," said Dr Hillier. "Standing in a roomful of 100 women all studying physics is a transformational experience, and conducting the evaluations has yielded rich and valuable insights into the gendered experiences so many women have when studying the subject. Encouraging more people to continue with careers in physics, and supporting people to teach it as well, are two key aspects of my role, and I am humbled and grateful to receive this award in acknowledgement of my work in this area."

Professor Ian Shipsey, Head of Department, Physics, said: "Judith's work squarely addresses diversity and inclusion, and is inspirational – and essential. I am delighted that she has received this award in recognition of her extraordinary achievements."

"This award will be applauded enthusiastically by our entire College community," added Kellogg's President, Professor Jonathan Michie. "Diversity and inclusion were and remain foundational principles for our College, representing our core mission, so we are delighted that Dr Hillier's work has been recognised in this way – especially fitting given Judith's role in advancing the College's vision over the past five years as our Vice-President."

Jo-Anne Baird, Director of the Department of Education at the University of Oxford, concluded: "I am delighted that this award has been given in recognition of Judith's contribution to advancing women in physics and to the teaching of physics."

Achievements and performance (continued)

Kellogg Fellows acknowledged in Recognition of Distinction Awards

Dr Kasper Rasmussen and Dr Kamal Mahtani received professorial titles in recognition of their work in their respective areas of computer science and evidence-based healthcare. Dr Rasmussen is now Professor of Information Security and Dr Mahtani is Professor of Evidence-Based Healthcare.



On receiving his professorship, Professor Rasmussen said: "The full professor title has been a personal goal of mine for a long time and I am honoured and excited to have been granted it. I am eager to continue all the exciting research my students and I are working on, and explore any new opportunities this opens up."



Professor Mahtani told us: "Having arrived in Oxford 17 years ago as a visiting medical student, this is a timely moment to reflect on the diverse range of opportunities this institution offers and the support and encouragement I have received from my students and colleagues over these years. As a Kellogg College Fellow, I am particularly grateful to the College President, Professor Jonathan Michie, for his support."

Commission on Creating Healthy Cities launches report at House of Lords

On 13 July 2022 members of Kellogg's Global Centre on Healthcare and Urbanisation (GCHU) and The Prince's Foundation, along with local government representatives, policymakers and practitioners, joined Lord Best and colleagues at the House of Lords to launch the report of the Commission on Creating Healthy Cities.

This Commission, established in 2020 by Kellogg's GCHU and co-hosted by The Prince's Foundation, was born out of a need for better, more integrated cities that enhance the health of those who live there.

Professor Jonathan Michie, President of Kellogg, chaired a panel discussion outlining the report's key findings, as well as the purpose of the Commission. He explained: "With the outbreak of Covid-19 it was recognised immediately that cities needed to be made healthier, both in the sense of promoting and supporting wellbeing, and being as resilient as possible in the face of such pandemics."

The Commission was chaired by Lord Best, who said: "We've

brought together leading academics, business people and city experts to explore the links between health and wellbeing, and urban design and planning in cities. By working together, we have made recommendations on the best ways to make cities environmentally, economically and socially sustainable to provide environments that support and sustain the health and wellbeing of their residents."



A key outcome of the Commission is the Healthy Cities Toolkit, an online resource of evidence summaries for policymakers and practitioners – including local and central government, and all those involved in creating our built environment.

"The Toolkit is an accessible summary of urban health evidence," said Dr Georgia Richards, one of the Post-Doctoral Research Fellows working for the Commission. "It's a new and exciting way to share information and showcase what solutions may work."

The Executive Director of The Prince's Foundation, Simon Sadinsky, said: "We are proud to have worked with the team at Kellogg College to develop and launch the Healthy Cities Toolkit."

The Commission on Creating Healthy Cities would not have been possible without the support of the McCall MacBain Foundation, Dr Ralph Walter, Halley Liu and The Prince's Foundation.

Achievements and performance (continued)

La June Montgomery Tabron delivers the Bynum Tudor Lecture

In June 2022 La June Montgomery Tabron, President and CEO of W.K. Kellogg Foundation and Kellogg Bynum Tudor Fellow, spoke in the College's Hub about a collaborative vision for the year 2030 and beyond. In this Bynum Tudor Lecture, she shared the racial healing journey and bold leadership skills that are required to achieve an equitable future where families, and communities can truly thrive and all children can once again dream and have hope.



La June said: "Racial equity is about creating a space where everyone feels they are equally valued and capable. No one should think their physical traits will hinder their opportunities."

In 2014, Tabron became the first woman and African American to lead the W.K. Kellogg Foundation in its 90-year history, after serving in a variety of positions since she joined the organisation in 1987. Based in Battle Creek, Michigan, Tabron leads the Foundation in its work to support thriving children, working families and equitable communities.

The Bynum Tudor Fellowship is the highest honour the College can bestow. It was established in 2004 as part of the College's mission to engage with influential thinkers and experienced practitioners in business, policymaking and culture, and is named in honour of the late North Carolina community leader Bynum E. Tudor Jr. and Mrs JoAnna Tudor, both generous supporters of Kellogg College.

Community Engagement and Impact Awards 2022

Congratulations to our Community Engagement and Impact Award recipients for 2022, Jonas Schöne and Rupa Nolan.

Jonas Schöne is founder of Town and Gown Football, an initiative which brings together members of the University and the local Oxford community who are passionate about the sport. The initiative started as a small group of 20 and now has over 200 active members. Men, women, parents and children, from 15 to 60 years old, take part in football matches ranging from 5 to 11 a side, as well as other social activities such as trips to Oxford City Football Club, Oxford colleges and pubs. Jonas runs Town and Gown Football with other current members and alumni of Kellogg College.

As well as football, Jonas also wants to make a social impact through his research, which investigates the spread of negativity on social media, especially in political contexts. As part of the German non-profit organisation Streitgut, Jonas and his colleagues use insights from social psychology, sociology and other fields to create social media content and discussion platforms that foster mutual understanding between political parties. Jonas said:

"The Community Award will be very meaningful to me, as it not only acknowledges my effort, but also manifests Kellogg College as a place that encourages mutual understanding, knowledge exchange, inclusivity and diversity."

Rupa Nolan has been extremely busy over the past year. Alongside her studies, she is the Kellogg MCR Arts and Culture Officer, responsible for promoting and increasing participation in the arts at Kellogg. This includes founding Kellogg's termly literary arts magazine, The Vanity Papers, which showcases essays, stories, poetry and artwork from students at Kellogg and other Oxford colleges.

Rupa has also hosted a range of art-focused events during the 2021-22 academic year, including 'Approaching the Unconscious: using tarot cards and oblique strategies to guide creative writing' during Kellogg Arts Week; 'Colours and Coding: a computer art painting party', which formed part of our 2022 Bletchley Park Week; and the 'Experiments in Imagination Symposium', a two-day event where Kellogg members interested in creative writing could participate in a programme delivered by Oxford University's students and alumni.

Achievements and performance (continued)

Rupa's fellow nominees and students, Joanne Malone and Heather Kayton, explained: "These activities not only promote creative thinking, but also encourage collaboration and thoughtful discussions which are crucial for both academic and personal development... [they] also create a strong sense of community and belongingness in the College, which promotes good mental health and enhances the student experience."

Kellogg College's Community Engagement and Impact Awards are given to students who have demonstrated a genuine commitment to improving community engagement. All current Kellogg students are eligible for consideration for these awards and successful recipients receive £250 in recognition of their achievements.

DPHil student receives prestigious early-career award



DPhil student Danial Qureshi was awarded a highly competitive Doctoral Research Award from the Canadian Institutes of Health Research (CIHR). This is one of the most prestigious scholarships available for Canadian doctoral students conducting research abroad, awarded to candidates judged to have an exceptionally high potential for a future research career.

Danial joined Kellogg and Oxford Population Health as a DPhil student in October 2021. His research focuses on improving our understanding of dementia. He explained: "We know that many commonly occurring conditions such as diabetes, obesity, hypertension and high cholesterol are risk factors for dementia. These conditions often co-occur in individuals rather than in isolation, yet there is currently very little evidence about how these different conditions interact within individuals to influence their risk of

developing dementia. My aim is to use the amazing data resource within the UK Biobank to investigate the impact of co-occurring cardiometabolic and vascular conditions on the risk of dementia."

After completing a degree in Life Sciences at McMaster University, Canada, Danial applied to study an MSc in Health Research Methodology at the same institute. Despite receiving several fully funded PhD offers in Canada, Danial chose to study at Oxford. Explaining his decision, he said: "I wanted to go outside my comfort zone and experience a new environment with a different healthcare system."

Reflecting on his time at Oxford so far, Danial said: "My experience at Kellogg has been fantastic thus far. I came to Oxford not knowing anyone at all, but in just a few months I've made so many connections and friendships. In particular, the Welcome Weeks organised by Kellogg and its MCR really helped facilitate a welcoming environment that allowed me to meet so many people. The best part is you get to meet people from literally all over the world."

"Because of the strong level of diversity at the College, I have been able to enhance my learning experience. For instance, from simply listening to the different perspectives that people have on various topics of discussion, I've become more open-minded and creative in my own thinking."

Kellogg has also allowed Danial to launch new activities. "There was no basketball team at the College, but after reaching out to Kellogg with a sports funding proposal, my friend and I were able to successfully create a new basketball team (running since Michaelmas Term 2021). The College generously awarded us with funds for the entire academic year to support this new basketball club!"

As a recipient of the award, Danial will receive \$105,000 over three years to support his research activities. "I feel incredibly grateful to receive this prestigious award. I am currently in the early stages of my career in health research and academia, and I still have so much to learn. This award will help support my continued learning and research at a world-renowned institution as I examine ways to prevent dementia, one of the most complex diseases of our times."



Planning and design work continues for Kellogg's West Campus



Future plans



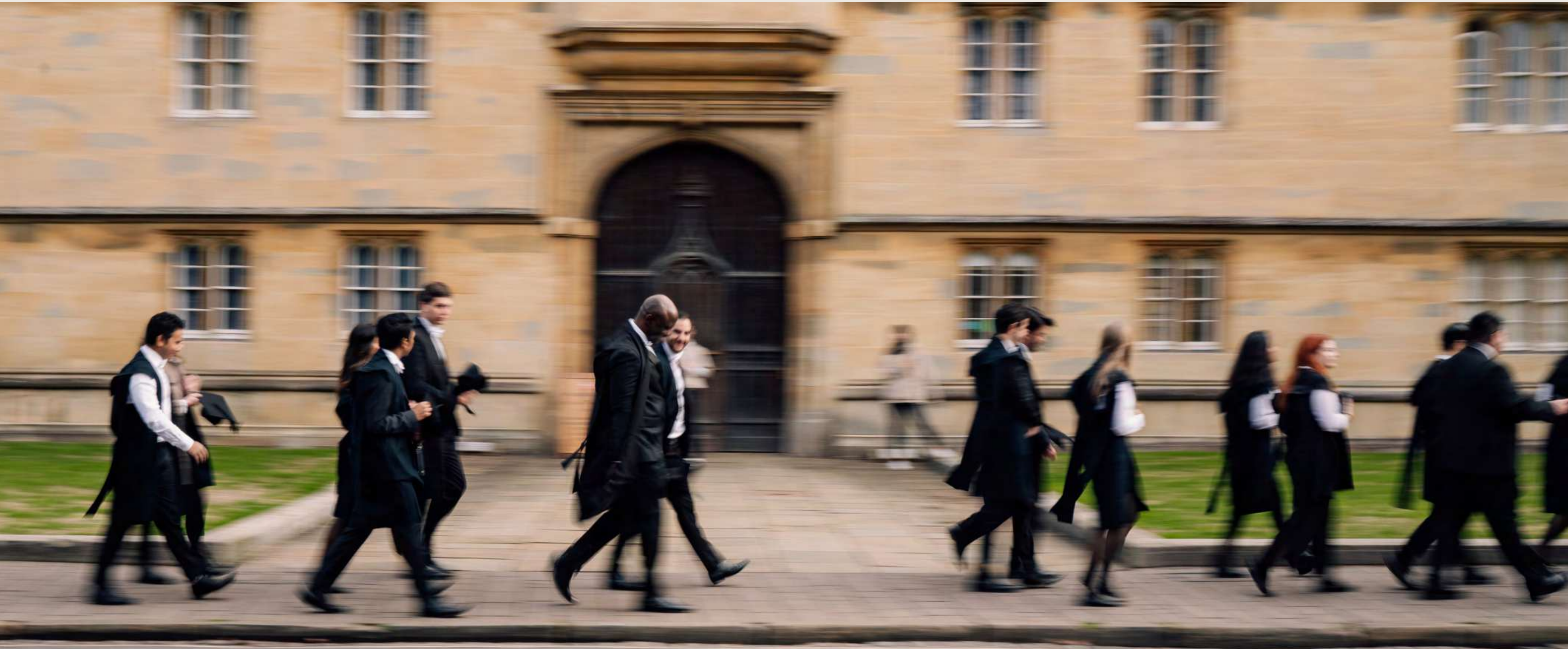
Kellogg College site

Work has continued on planning and designing Kellogg's West Campus project, working closely with the University and Hertford and Reuben colleges to ensure the proposals maximise the opportunity whilst offering high quality student accommodation that meets the planning and development requirements of Oxford City Council. This project will create a significant increase in student accommodation available to Kellogg students on the campus, and will support the College's aspirations to establish wider and more extensive conference facilities, including the capacity to host summer schools wholly on Kellogg grounds.

Royal Charter

During 2021-22, 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 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 and Scholarship ²)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports ³ Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee ⁴)	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	■								
Professor Pedro Bordalo					■					
Professor Tom Buchanan								■		
Dr Sandie Byrne	■		■					■	■	
Dr Leah Clark										
Dr Ronald Clark										
Professor Jim Davies							■			
Dr Sean Duffy										
Dr Dace Dzenovska	2									
Dr Elizabeth Gemmill										
Professor Nazila Ghanea			■			4	■			
Professor Jeremy Gibbons	■									
Professor David Griffiths								■	5	
Dr Jonathan Healey	■	■								
Professor Carl Heneghan		■						■		
Dr Judith Hillier								■		
Dr Debbie Hopkins									5	
Professor Andrew Hopper										
Dr David Howard								■		
Dr Bige Kahraman					■					
Dr Yasmin Khan	■ 1,2	■	■	■	■		■			
Dr Jiri Knesl										
Dr David Lewis										

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

Governing Body, Officers and Advisers (continued)

	Academic Committee (including JRF ¹ and Scholarship ²)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports ³ Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee ⁴)	Nominating Committee	Site Committee (including Garden's Sub-committee)	Sustainability Committee
Dr Javier Lezaun					■					
Professor Andrew Markham	1,2									
Professor Andrew Martin							■ 4			
Professor 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	■			■				4		
Professor Laurent Servais										
Dr Andrew Simpson			■		3					
Dr Mark Smith	■									
Professor Paul Smith										
Dr Tara Stubbs	■			■	3					
Dr Felipe Thomaz	■									
Professor Niki Trigoni	■									
Dr 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]

	Appointed	Academic Committee (including JRF ¹ and Scholarship ²)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (including Sports ³ Sub-committee)	Finance and Resources Committee	IT Committee (including Digital Strategy Committee ⁴)	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			■							
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 Debbie Hopkins
Senior Tutor: Dr Yasmin Khan
Admissions Tutor: Dr Jeremy Gibbons
Dean: Dr Tara Stubbs

College address

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

Website

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:
Finance Bursar: Gary Walker
Domestic Bursar: Mel Parrott
Academic Administrator: Sarah O'Brien

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 2022 under University Council regulation 10 of 2002[†] (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 2021-2022 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.

[†] 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 pages 24-25, and it delegates day to day management of the College to the Governing Body Officers and senior members of staff, listed on pages 20-21.

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

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 ten Committees:

- **The Finance and Resources Committee:** Chaired by a Senior GB Fellow, membership consists of the 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 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 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 Head of IT and an MCR representative. The Committee meets once each term. The Committee meets once each term. The IT Committee has one sub-committee:
 - **Digital Strategy Sub-committee:** Chaired by the IT Fellow, membership includes the Finance Bursar and representation from the other College committees and operational teams of the College.
- **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 Equality and Welfare Committee has one sub-committee:
 - **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 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.

- **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 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 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

Kellogg's mission 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. 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 2021, Kellogg had 258 postgraduate research students, 891 postgraduate taught students and 17 taught non-Master's students, making a total of 1,166 students of all types. Within the 1,166 total, 899 students were part-time and 267 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 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 of 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.

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 2021-22 academic year Kellogg College made payments totalling £332k in the form of scholarships and grants, including travel grants, research support grants and hardship grants. Kellogg contributed £16k towards the MCR, £216k towards students' sporting and recreational endeavours, and over £42k towards welfare support.

Our rich and vibrant environment is ideal for nurturing lifelong learning



Financial review



The College's total incoming resources were £4.237m after the decision to re-invest £619k [+11% on prior year]. Total resources expended were £4.960m [2020-21 £4,313], and after accounting and reserve adjustments the College posted an in-year deficit of £103k. Losses were incurred as a result of College recovering from the Covid-19 pandemic, with particular impact on rent and conference revenue.

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; 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 £10.3m (2020-21 £11.1m). The £10.3m figure allows for a further £1.9m held in 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 £24.2m, including £926k matched funding held centrally by the University of Oxford.

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

Financial review (continued)

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 its 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 the maintenance of high standards and the excellence of College facilities in supporting students. The total received by way of legacies and donations this year was £232k (2020-21 £223k). The College is grateful to alumni and friends who provided support during the year towards the financial wellbeing of the College, and the College is preparing plans for strengthening the Development and Alumni Relations team and future fundraising campaigns.

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 March 2023.

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 2022

	Including OIPA £'000	Excluding OIPA £'000
Income	4,514	4,237
Total Income	4,514	4,237
Staff Costs	2,599	2,352
Non-Staff Costs	2,828	2,608
Total Costs	5,428	4,960
Surplus/(Deficit)	-914	-723
	£'000	£'000
Accounting & Reserves Adjustments		
Trust fund re-invested	619	619
Adjusted Surplus/(Deficit)	-295	-103

Kellogg College income

for the year ended 31 July 2022

	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2022 Total £'000	2021 Total £'000
Tuition and Research Income					
Postgraduate Fee Income - Home/EU	877	-	-	877	1,110
Postgraduate Fee Income - Overseas	1,426	-	-	1,426	804
Total Postgraduate Income	2,303	-	-	2,303	1,914
Research Income	180	-	-	180	98
Contributions to academic staff costs (OIPA)	264	-	-	264	576
Miscellaneous	16	-	-	16	22
Total Research Income	460	-	-	460	696
Total Tuition and Research Income	2,764	-	-	2,764	2,611
Residential Income					
Student accommodation income	636	-	-	636	368
Student catering income	129	-	-	129	5
Income from stores, buttry, bar	58	-	-	58	14
Other residential income	66	-	-	66	14
Charitable conference and function income	17	-	-	17	-
Charitable other trading income	28	-	-	28	0
Total Residential Income	934	-	-	934	402
Voluntary Income (Donations and Legacies)					
Donations and legacies	426	-	-	426	1,207
Total Voluntary Income	426	-	-	426	1,207
Non-Charitable Trading Income					
Conference and function income	5	-	-	5	-
Admissions charges and facilities fees	36	-	-	36	0
Publications and merchandise sales	8	-	-	8	-
Sub-total Trading Subsidiary Income	48	-	-	48	0
Share of Joint Venture Income	-	-	-	-	-
Other miscellaneous trading income (KAIP)	1	-	-	1	571
Total Non-Charitable Trading Income	49	-	-	49	572
Investment Income					
Commercial rent	36	-	-	36	9
Income from fixed interest stocks	272	-	-	272	194
Interest on fixed term deposits and cash	20	-	-	20	8
Total Investment Income	328	-	-	328	210
Bank and Other Interest	-	-	-	-	-
Other Income (OIPA)*	12	-	-	12	5
Total Income	4,514	-	-	4,514	5,007
Total Income Exc. OIPA	4,237	-	-	4,237	4,426

Kellogg College expenditure

staff costs for the year ended 31 July 2022

Function/Dept	Charitable expenditure				Total Teaching, Research & Residential £'000
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	
DIRECT COSTS					
Teaching Fellows	96	-	-	-	96
Research fellows	-	60	-	-	60
Other Research Staff (OIPA)	-	247	-	-	247
Academic Administration	216	43	-	-	259
Admissions	56	-	-	-	56
Total Academic Department	368	350	-	-	719
Library	-	15	-	-	15
Total Academic Services	-	15	-	-	15
Gardens & Grounds	-	-	50	-	50
Maintenance	-	-	198	-	198
Accommodation & Housekeeping	-	-	112	-	112
Catering & Bars	-	-	266	-	266
Porters Lodge	-	-	66	-	66
Other domestic costs	-	-	-	-	-
Total Premises	-	-	691	-	691
Development	-	-	-	-	-
Other (Communications)	38	8	8	8	60
Other (Events)	-	-	3	-	3
Other	-	-	-	-	-
Total Gen Ed/Central Admin	38	8	11	8	64
Total Direct Staff Costs	406	373	702	8	1,488
INDIRECT COSTS					
IT	75	30	32	-	137
Total Academic Services	75	30	32	-	137
HR	128	26	103	-	257
Financial Administration	90	9	72	-	172
Other Financial Charges	-	-	-	-	-
Total Gen Ed/Central Admin	219	35	175	-	429
Total Support Costs - Staff	294	65	207	-	566
Total Staff Costs	700	438	908	8	2,054
Total Staff Costs Exc. OIPA	700	190	908	8	1,807

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
-	-	96	90
-	46	106	32
-	-	247	361
-	-	259	180
-	-	56	72
-	46	765	734
-	-	15	14
-	-	15	14
-	-	50	41
-	-	198	163
-	-	112	82
-	305	571	505
-	-	66	50
-	-	-	18
-	305	996	859
146	-	146	131
15	-	75	81
-	11	14	32
-	-	-	34
161	11	235	278
161	362	2,011	1,885
14	-	151	148
14	-	151	148
-	-	257	169
9	-	181	165
-	-	-	-
9	-	438	335
23	-	589	482
184	362	2,599	2,367
184	362	2,352	2,007

Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2022

Function/Dept	Charitable expenditure					Cost of generating funds			
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	Total Teaching, Research & Residential £'000	Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y £'000
DIRECT COSTS									
Research fellows	-	75	-	-	75	-	10	85	(12)
Other Research Staff (OIPA)	-	221	-	-	221	-	-	221	48
Academic Administration	65	-	-	-	65	-	-	65	2
Admissions	27	-	-	-	27	-	-	27	1
Total Academic Department	92	296	-	-	388	-	10	398	38
Prizes & Scholarships	267	-	-	-	267	-	-	267	91
Bursaries & Other Student Support Grants	65	-	-	-	65	-	-	65	61
Library	-	8	-	-	8	-	-	8	3
Total Academic Services	332	8	-	-	340	-	-	340	155
Sports, Societies & Student Common Rooms	1	-	32	-	32	-	-	32	6
Welfare	-	-	42	-	42	-	-	42	13
Total Staff & Student Facilities	1	-	73	-	74	-	-	74	20
Gardens & Grounds	-	-	94	-	94	-	-	94	100
Building Maintenance	-	-	260	-	260	-	-	260	321
Equipment Maintenance	-	-	29	-	29	-	-	29	30
Furniture and Equipment	29	-	156	16	200	-	2	203	113
Accommodation & Housekeeping	-	-	202	-	202	-	30	232	180
Catering & Bars	-	-	139	-	139	-	52	191	58
Porters Lodge	-	-	-	-	-	-	-	-	-
Rents, Rates, Insurance	-	-	98	-	98	-	-	98	247
Energy	-	-	144	-	144	-	-	144	87
Water	-	-	30	-	30	-	-	30	19
Total Premises	29	-	1,152	16	1,196	-	85	1,281	1,156
Development	-	-	-	-	-	56	-	56	34
Audit fees	-	-	-	-	-	-	-	-	2
Legal and Professional	-	-	6	-	6	-	-	6	3
College Contribution	-	-	11	-	11	-	-	11	-
Grants to Other institutions	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	5
Other (Communications)	24	5	-	5	34	10	5	48	23
Other (Events)	-	13	1	-	13	-	7	20	17
Other (KAIP)	-	-	-	-	-	-	8	8	271
Other (ICM)	-	-	-	-	-	-	-	-	45
Total Gen Ed/Central Admin	-4	17	-11	5	7	65	77	149	400
Total Direct Non-Staff Costs	449	321	1,215	20	2,005	65	171	2,242	1,769

Kellogg College expenditure (continued)

non-staff costs for the year ended 31 July 2022

Function/Dept	Charitable expenditure				Total Teaching, Research & Residential £'000
	Tuition £'000	Research £'000	College Member Residential £'000	Non Member Charitable Conferences £'000	
INDIRECT COSTS					
IT	9	4	4	-	17
Total Academic Services	9	4	4	-	17
HR	6	1	5	-	13
Investment Management	-	-	-	-	-
Interest Payable	-	-	108	-	108
Other Financial Charges	32	14	-	-	45
Total Gen Ed/Central Admin	38	15	113	-	166
Depreciation	208	-	208	-	416
Total Premises	208	-	208	-	416
Total Indirect Non-Staff Costs	256	19	325	-	599
Total Non-Staff Costs	704	340	1,540	20	2,604
Total Non-Staff Costs Exc. OIPA	704	119	1,540	20	2,383

Cost of generating funds			
Fundraising £'000	Non Charitable / Trading (inc trading subs) £'000	Total £'000	P/Y 2020-21 £'000
2	-	18	5
2	-	18	5
-	-	13	11
2	-	2	2
-	-	108	111
-	-	45	39
2	-	168	163
-	-	416	416
-	-	416	416
4	-	603	585
69	171	2,844	2,353
69	171	2,623	2,306

Balance Sheet

at 31 July 2022

Balance Sheet at Financial Year End	Position as at 31 July 2022 £'000	Position as at 31 July 2021 £'000	Movement in year £'000
Fixed Assets			
Tangible Fixed assets	12,129	12,547	-417
Investments	28,056	27,962	93
Total Fixed Assets	40,185	40,509	-324
Current Assets	32,418	19,117	13,302
Current Liabilities	-33,808	-20,099	-13,710
Total Assets less Current Liabilities	38,795	39,528	-732
Creditors falling due after one year	-2,391	-2,479	88
Defined benefit Pension Scheme Liability	-	-	-
Total Net Assets	36,404	37,049	-644
Funds of the Society			
Endowment Funds	-21,894	-21,554	-339
Endowment Matching Funds†	-926	-937	11
Restricted Endowment Funds	-1,336	-1,395	59
Unrestricted Funds	-10,335	-11,147	812
Restricted Funds	-1,913	-2,015	102
Total Funds	-36,404	-37,049	644
Restricted Endowments			
Diana Wood	-631	-667	
Oxford - McCall MacBain	-705	-728	
Total Restricted Endowments	-1,336	-1,395	
Restricted Funds			
Scholarships	-816	-831	
Kellogg Research Centres	-102	-385	
Other Restricted Donations Received (eg Strudwick Lecture Fund)	-60	-56	
Oxford Institute of Population Ageing	-936	-743	
Total Restricted Funds	-1,913	-2,015	

† Funds held centrally by University of Oxford. Incorporated into Kellogg College Balance Sheet presentation from 31st July 2022



Kellogg College

University of Oxford

BANBURY RD, OXFORD OX2 6PN

www.kellogg.ox.ac.uk