



Kellogg College
University of Oxford



ANNUAL REPORT 2022–2023

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Foreword

Professor Jonathan Michie
President



THE 2022-23 academic and financial year marked a further strengthening of the college. We continued to attract and appoint outstanding members of the college – students, staff, fellows, Common Room Members and Research Members of Common Room. Our regular calendar of events was more successful than ever, including our Wellbeing Week, and our Bletchley Park Week in February 2023 which as ever included a coach trip to Bletchley for a private tour, and an original enigma machine being brought to college for demonstrations. These included sessions for local schools, with students from the East Oxford Primary School – with which Kellogg has a link – delighted to receive their goody bags from the Vice Chancellor Professor Irene Tracey who had come to see our national engagement with Bletchley Park combined with our local engagement with the East Oxford Primary School in action.

Oxford's Net Zero Group appointed their first Net Zero Fellow, and we were delighted to be able to host the successful applicant, Dr Stuart Jenkins, as a Kellogg Fellow. Our Sustainability Committee oversaw our 'Green Week' of activities, as well as events throughout the year, and our Global Centre on Healthcare and Urbanisation continued to run their twice termly seminars attracting leading academics as well as practitioners and members of the City and County Councils – officers and councillors. We hosted a conference on Sustainability Finance, which led to a proposal to establish a Commission on Sustainability Data.

The idea here is to be able to distinguish between the claims companies make about being environmentally sustainable by gaining access to their operational data, rather than relying on their published data which are often manipulated to give a misleadingly positive picture of the company's actual environmental impact. This proposal has been taken forward and promises to make a significantly positive contribution to the world's efforts to reach 'net zero'.

Many of our fellows received prestigious awards and took on new roles, including one of our Bynum Tudor Fellows becoming King Charles III.

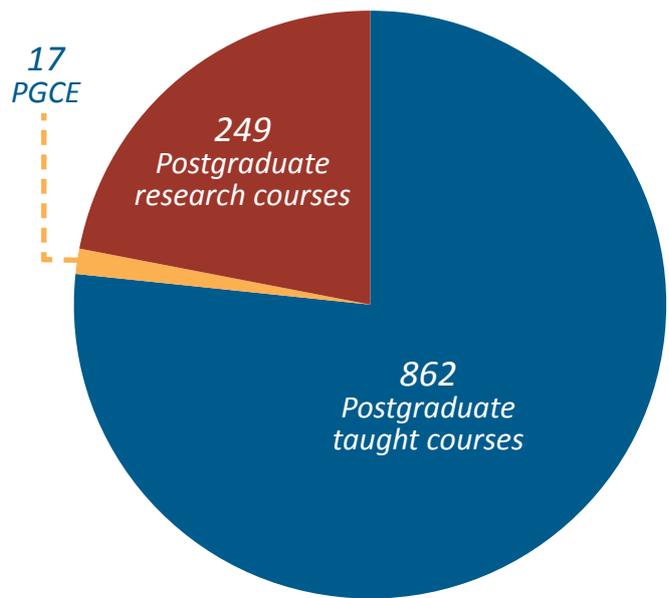
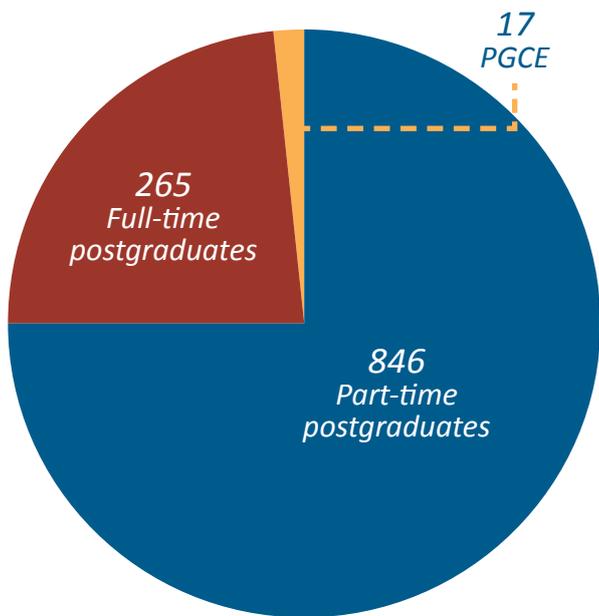
Our staffing was strengthened with the appointment of a new Director of Development and Alumni Relations, Sharika Khan, a Kellogg alumna, and two new members of her team, Elizabeth Dawson as Database and Development Operations Director, and Alex Hoeffler as Alumni Relations and Events Executive. We launched a legacy society, to thank and celebrate those who have made pledges to the college in their wills, which is led by our wonderful Emeritus and Honorary Fellow Canon Vincent Strudwick.

We continued to focus on the welfare and all-round development of our students while at the same time investing in the future of the college.



Kellogg
by numbers

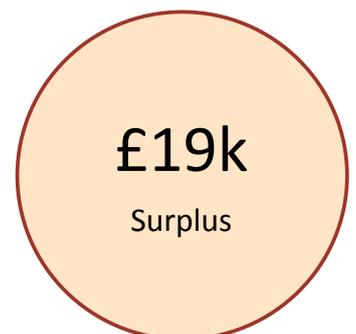




2022-23 saw our student numbers at 1,128 at the MT22 student census (1,213 in MT 21). The total of 1,128 consisted of 265 full-time postgraduate students, and 846 part time postgraduate students and 17 students taking their postgraduate certificate in education (PGCE) students.

Of those totals, 249 were undertaking postgraduate research courses, and 862 were taking postgraduate taught courses, with the remaining 17 studying for a postgraduate certificate in education.

The College had 53 Official Fellows in the year (up from 48 in 2021-22), plus 40 Ordinary Fellows, 55 Visiting Fellows, 29 Research Fellows, 29 Emeritus Fellows, 13 Honorary Fellows, and 23 Bynum Tudor Fellows. There were 32 Common Room Members, and 27 Research Members of Common Room.



Number of countries represented
by our student body



Number of
programmes
studied
by Kellogg
students



Number of matriculants in 2022/23





Number of lunches served in MT22

8048

600+

Number of events hosted in 2022/23



Philanthropic funds received

£319,459





Highlights
from 2022-23

KELLOGG'S MISSION to enhance the work of the University in lifelong learning and outreach, through supporting graduate students studying and researching both traditionally and in flexible formats.

Our students will advance humankind through learning, discovery, and social endeavour. We are committed to the values of lifelong learning, the pursuit of excellence, the support for ambition, and the development of our community.

Lifelong Learning

My journey to Oxford from life in a Children's home

Matt Taylor (MSt Creative Writing) joined the college later in life after a non-traditional educational path. Speaking about his journey to his Master's degree, Matt said "Being a care leaver is not my identity; it's just a part of who I am...Kellogg instils a core value that it's never too late, and if you never give up, there is a place for you here".

For further information see the [Kellogg College website](#)



Excellence

Dr Helena Rodriguez Caro receives Spanish Researchers in the UK blog prize

Junior Research Fellow Dr Helena Rodriguez Caro won a prize from the highly regarded Society of Spanish Researchers in the United Kingdom in their Blog Contest for her article '*More than just the sperm! A new role for the male in pregnancy*'. The Society of Spanish Researchers in the United Kingdom (SRUK) promotes communication with the community of Spanish Researchers working in the UK, giving them a united voice that impacts society, influences science policy and closes the gap between researchers in the UK and Spain.

For further information see the [Kellogg College website](#)



Ambition

GCHU talks ‘healthy cities’ with the Department for Levelling Up, Housing and Communities

Members of our Global Centre on Healthcare and Urbanisation (GCHU) presented the findings from their report *What Creates Healthy Cities* to the Department for Levelling Up, Housing and Communities, as part of the Chief Scientific Advisor’s Seminar Series. Addressing an audience of high-level policymakers, including the Chief Scientific Advisor Professor Alan Penn, researchers Dr Juliet Carpenter and Dr David Howard outlined the critical role of healthy and affordable homes for healthy cities, dovetailing with the net zero agenda through emphasising the importance of retrofitting.

For further information see the [Kellogg College website](#)



Development

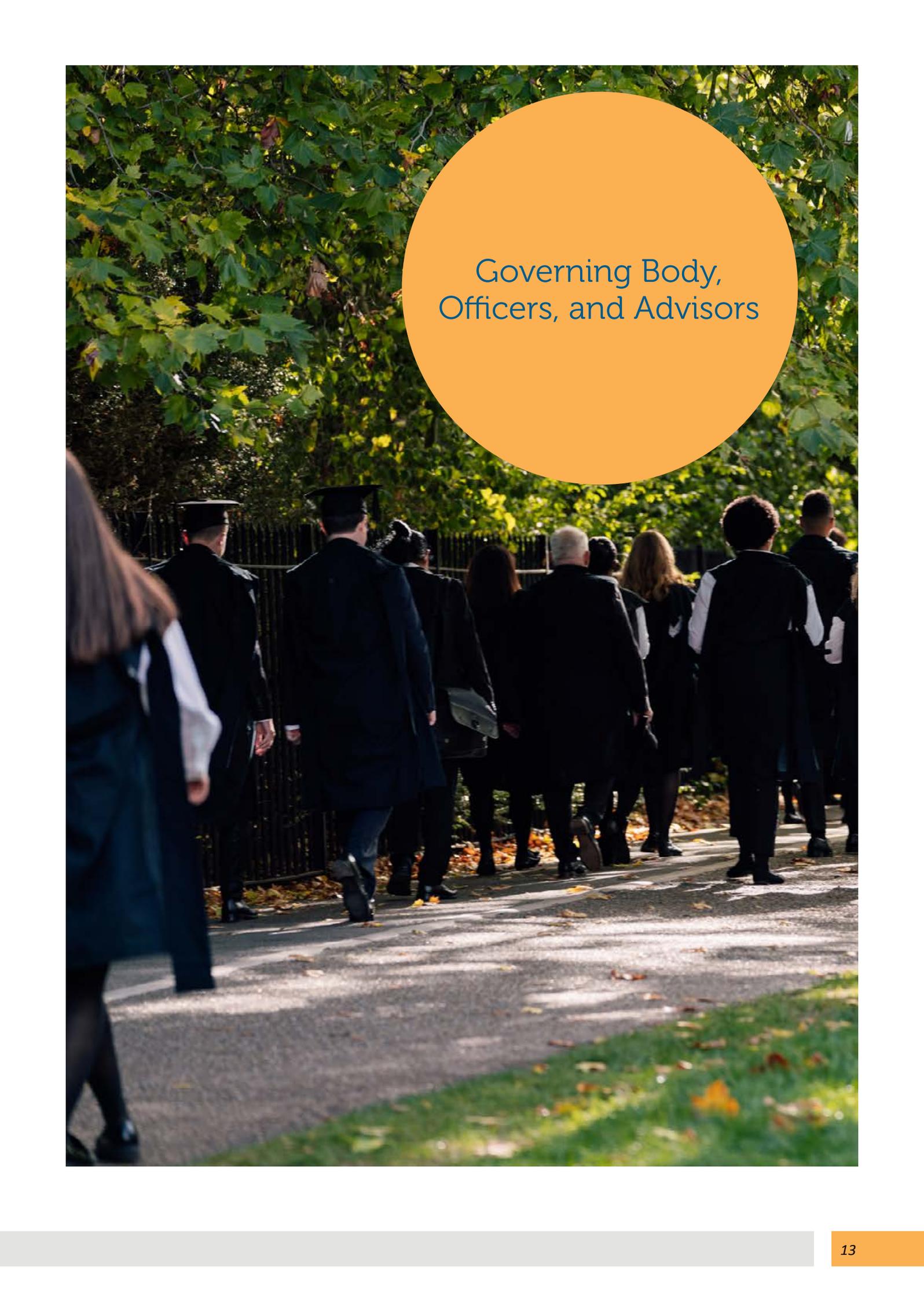
Giving Day 2023: 20th-21st June

We initiated a Giving Day, which we intend to make an annual event. The event took place over 36 hours between the 20th and 21st of June enabling engagement with our global community irrespective of time zones. Through a combination of physical on-site fundraising and engagement activities, social-media and email campaigns, over £50,000 was raised. These funds have been applied to the garden transformation project, with the masterplan being created by landscape designer Andy Sturgeon, who commented “the challenge is to capture the essence of what is special about this place and to weave it into a plan which allows Kellogg to continue to grow and evolve.”

For further information see the [Kellogg College website](#)







Governing Body,
Officers, and Advisors

Members of the Governing Body

University Council Regulations 10 of 2002¹ empowers the Governing Body of Kellogg. The members of the Governing Body during the year are detailed below. During the year the activities of the Governing Body were carried out through College committees: the membership of these is shown below for each Fellow.

		Academic Committee (inc. JRF, and Scholarship ² Sub-committees)	Communications Committee	Development and Alumni Relations Committee	Domestic Committee	Equality and Welfare Committee (Sports ³ Sub-committee)	Finance and Resources Committee	IT and Digital Strategy Sub- Committee	Nominating Committee	Site Committee (including Garden ⁴ 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		1		•		3		•			
Professor Pedro Bordalo							•				
Professor Tom Buchanan											
Professor Sandie Byrne		• ²	•			•	•	•			
Dr Leah Clark										4	
Dr Ronald Clark											
Professor Jim Davies		•									
Dr Seàn Duffy							•	•			
Dr Dace Dzenovska											
Dr Elizabeth Gemmill											
Professor Nazila Ghanea							•				
Professor Jeremy Gibbons											
Professor David Griffiths										• ⁴	
Dr Liang He	Started TT23										
Dr Jonathan Healey		•	•					•			
Professor Carl Heneghan				•						•	
Dr Judith Hillier		1									
Dr Debbie Hopkins										4	
Professor Andrew Hopper											
Dr David Howard											
Dr Bige Kahraman							•				
Dr Yasmin Khan				•							•
Dr Jiri Knesl											
Dr David Lewis											
Dr Javier Lezaun							•	•			
Professor Andrew Markham		"1, 2"									
Professor Andrew Martin											
Professor Ivan Martinovic								•			
Professor Jonathan Michie		•	•	•		•	•	•	•	•	•
Dr David Mills		2								•	
Dr Marek Naczyk					•						
Professor Alis Oancea		• ²									
Dr Matthew Perkins				•						•	
Professor Chris Pugh		• ²			•					•	•
Professor Kasper Rasmussen								•			
Dr Alistair Ross		•			•						
Professor Laurent Servais											
Dr Andrew Simpson				•		• ³					
Dr Mark Smith		•									
Professor Paul Smith											
Professor Tara Stubbs		•			•	•					
Dr Felipe Thomaz		•									
Professor Niki Trigoni		•									
Dr Max Van Kleek						•					
Professor Carlos Vargas-Silva											
Mr Gary Walker	Started HT23	• ¹		•			•	•		•	•
Professor Niall Winters			•					•			
Dr Tingting Zhu	Started TT23										

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

Governing Body Officers 2022-23:

Vice-President: David Mills

Secretary to Governing Body: Leah Clark

Senior Tutor: Jeremy Gibbons *Michaelmas 2022 and Hilary 2023*, Sandie Byrne *Trinity 2023*

Dean: Tara Stubbs

Other Governing Body Roles:

Senior Fellow: Javier Lezaun

Admissions Tutor: Jim Davies

Fellow for Part-Time Students: Alistair Ross

Research Coordinator: Alis Oancea

LGBTQ Fellow: Max Van Kleek

Welfare Fellow: Nihan Akyelken

Equality & Harassment Adviser – Male: Richard Stevens

Equality & Harassment Adviser – Female: Alison MacDonald

IT Fellow: Seàn Duffy

Fellow Librarian: Jonathan Healey

Archive Fellow: Tom Buchanan

Sustainability Fellow: Chris Pugh

Racial Justice and Equality Fellow: Shreya Atrey

Ball Committee Reps: Tony Harris, Therese Hopfenbeck

Chamberlains: Clare Bankhead, Alison MacDonald, Juliet Carpenter

Deans of Degrees: Gary Lock, Steven Parissien, Shirin Tahzib, Clare Morgan, John Simpson, George Leeson, Christine Jackson, Tony Harris, Anna Beer, Jamie Hartmann-Boyce, Elizabeth Gemmill, Alistair Ross, Trevor Rowley.

Felipe Tomaz

Niki Trigoni

MCR Representative

Finance Bursar

Academic Administrator (**Secretary**)

Scholarship Sub-Committee

Senior Tutor (**Chair**)

Andrew Markham

David Beard

Judith Hillier

Finance Bursar

Director of Development and Alumni Relations

Academic Administrator (**Secretary**)

JRF Sub-Committee

Senior Tutor (**Chair**)

Research Coordinator

Chris Pugh

Andrew Markham

David Mills

HR Officer (**Secretary**)

Sports, Recreation and Wellbeing Sub-Committee

Andrew Simpson (**Chair**)

David Beard

Tony Harris

Hilary Wynne

MCR Sports Representative

Finance Bursar

HR Assistant (**Secretary**)

COMMITTEE MEMBERSHIP FOR 2022-23

FINANCE & RESOURCES COMMITTEE

Pedro Bordalo (**Chair**)

President

Senior Tutor

Tony Harris

Seàn Duffy

Bige Kahraman

Naz Ghanea

Javier Lezaun

MCR Treasurer

Finance Bursar (**Secretary**)

ACADEMIC COMMITTEE

Senior Tutor (**Chair**)

President

Research Coordinator

Admissions Tutor

Fellow for Part-Time Students

Dean

Fellow Librarian

Sustainability Fellow

BAME Fellow

Mark Smith

DEVELOPMENT & ALUMNI RELATIONS COMMITTEE

President (**Chair**)

Shreya Atrey

David Beard

Carl Heneghan

Andrew Simpson

Yasmin Khan

Matt Perkins

MCR Development Officer

William Scott-Jackson (**Alumni Representative**)

Finance Bursar

Director of Development and Alumni Relations (**Secretary**)

DOMESTIC COMMITTEE

Marek Naczyk (**Chair**)

Alistair Ross

Steven Parissien

Sustainability Fellow

Dean

MCR Representative

Domestic Bursar

Accommodation Officer (**Secretary**)

IT AND DIGITAL STRATEGY COMMITTEE

IT Fellow (Chair)
Kasper Rasmussen
Niall Winters
Rhona Sharpe
MCR IT representative
Finance Bursar
Assistant Academic Administrator
Domestic Bursar
College Administrator & HR Manager
Communications Manager
Head of IT (Secretary)

COMMUNICATIONS COMMITTEE

Niall Winters (Chair)
President
Senior Tutor
Judith Holder [Common Room Member]
Jon Healey
MCR Representative
Assistant Academic Administrator
Communications Manager (Secretary)

EQUALITY & WELFARE COMMITTEE

Dean (Chair)
President
Senior Tutor
LGBTQ Fellow
Welfare Fellow
BAME Fellow
Equality & Harassment Adviser – Male
Equality & Harassment Adviser – Female
Sports, Recreation and Wellbeing Sub-committee Chair
Junior Dean
MCR Welfare and Equality Officer
Domestic Bursar
Academic Administrator (Secretary)

SITE COMMITTEE

President (Chair)
Vice-President
Sustainability Fellow
Garden Sub-committee chair
Carl Heneghan
Kathy Davies [Visiting Fellow]
Matt Perkins
Junior Dean
MCR Representative
Finance Bursar
Domestic Bursar
Head of Facilities Management (Secretary)

Garden Sub-Committee

David Griffiths (Chair)
Debbie Hopkins
Leah Clark
Kamal Mahtani
MCR representative
Junior Dean
Domestic Bursar
Head of Facilities Management (Secretary)

NOMINATIONS COMMITTEE

President (Chair)
Senior Tutor
Senior Fellow
Three Governing Body fellows by rotation (*excluding the Vice-President and Dean*):
Ivan Martinovic
David Beard
Jonathan Healey
HR Officer (Secretary)

SUSTAINABILITY COMMITTEE

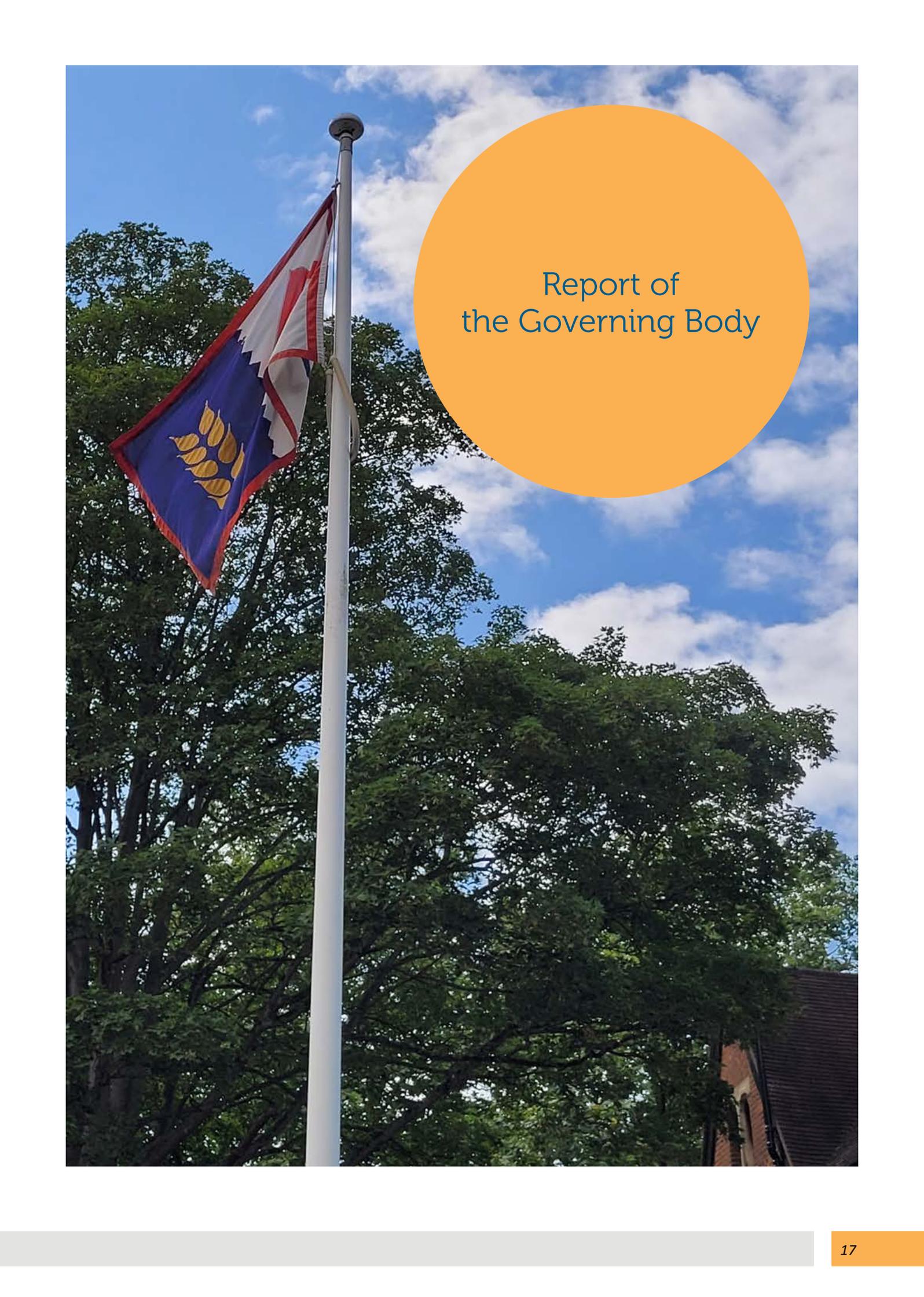
Sustainability Fellow (Chair)
President
Finance Bursar
Domestic Bursar
Nigel Mehdi
Annette Pluddemann
Yasmin Khan
MCR Representative
Small Works and Facilities Coordinator (Secretary)

DISCIPLINE COMMITTEE

President (Chair)
3 Official Fellows (to be chosen by President)
MCR Representative (to be invited by President)
Clerk (invited by President)

GOVERNANCE WORKING GROUP

Vice President (Chair)
3 GB Fellows chosen by the Vice President on request:
Shreya Atrey
Tara Stubbs
Yasmin Khan
Staff Members chosen by the Vice President on request:
Academic Administrator
Finance Bursar



Report of
the Governing Body

The Members of the Governing Body present their Annual Report for the year ended 31 July 2023 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 2022-2023 Governing Body, together with details of the senior staff and advisers of the College, are given on pages 14-16.

STRUCTURE, GOVERNANCE, AND MANAGEMENT

Governing Documents

The College is empowered through University Regulation 10 of 2002.

Governing Body

University Regulation 10 of 2002 grants the Kellogg Governing Body full powers to do all that may be necessary to administer Kellogg College as a society of the University. The Governing Body has established Standing Orders to regulate its conduct.

The Governing Body is self-appointing, and new members are elected based on a Governing Body decision to seek new members with 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 College committees and sub-committees outlined on pages 15-16, and it delegates day to day management of the College to the Governing Body Officers and senior members of staff, listed on pages 14-15.

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 College Committees:

- **The Finance and Resources Committee:** Chaired by a Senior GB Fellow, membership consists of the College President, Senior Tutor, five 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, five 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, the Academic Administrator, and the Director of Development and Alumni Relations. 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 HR Assistant. The Sub-committee meets once each year.
 - **The Sports and Recreation Sub-committee:** Chaired by a Fellow, membership consists of three other Fellows, the Finance Bursar, an MCR representative, and the HR Assistant. The Sub-committee meets once each term.
- **The Development and Alumni Relations Committee:** Chaired by the College President, membership consists

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

of seven 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, three other Fellows, the Domestic Bursar, the Accommodation Officer and an MCR representative. The Committee meets once each term.
- **The IT and Digital Strategy Committee:** Chaired by the IT Fellow, membership consists of three other Fellows, the Assistant Academic Administrator, the Domestic Bursar, the Head of IT, Communications Manager, Finance Bursar, College Administrator and HR Manager, 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 Senior Tutor, 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 the President, the Senior Tutor, the Welfare Fellow, the BAME Fellow, Chair of the Sports, Recreation and Wellbeing Sub-Committee, the Junior Dean, a Male Harassment Advisor, a Female Harassment Advisor, the LGBTQ Fellow, the Academic Administrator, the Domestic Bursar, and an MCR representative. The Committee meets once each term.

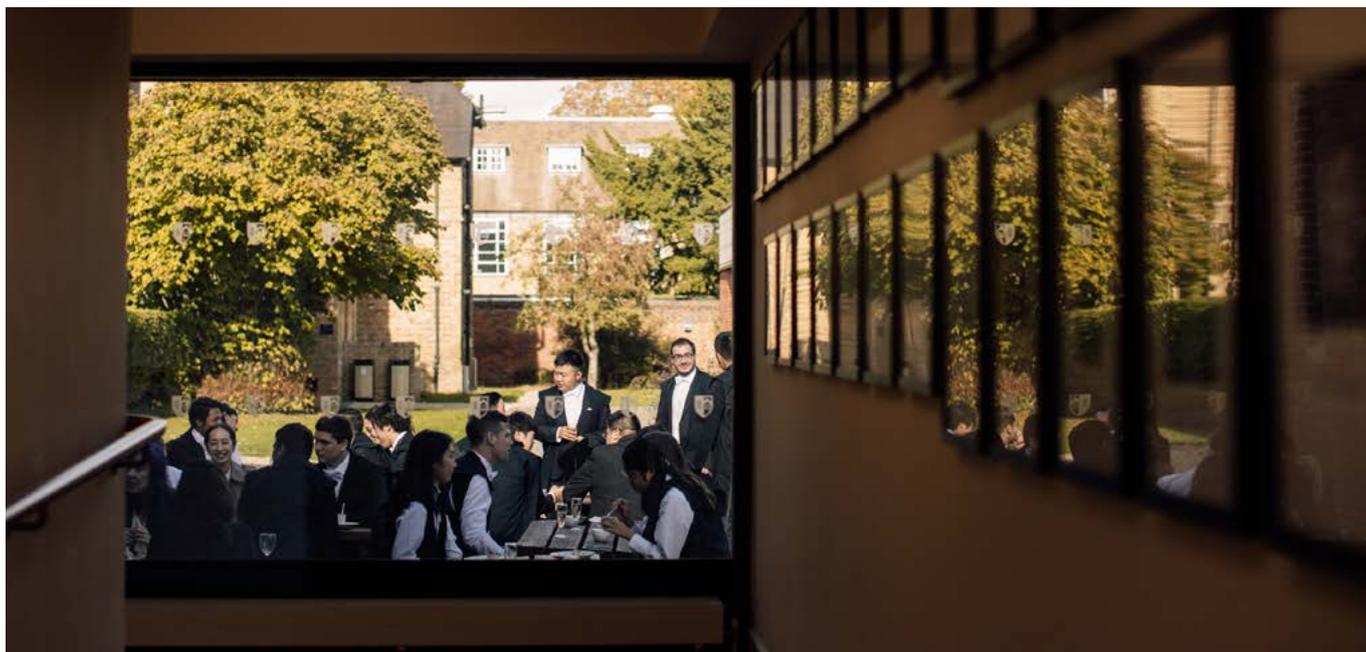


- **The Site Committee:** Chaired by the President, membership consists of the Vice-President, the Sustainability Fellow, three other members nominated by Governing Body, the Chair of the Garden Sub-Committee, a Junior Dean, the Finance Bursar, the Domestic Bursar, the Head of Facilities Management and 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 three 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 Nominations 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), and the HR Assistant. The Committee attends to most business via email.
- **Sustainability Committee:** Chaired by the Sustainability Fellow, membership consists of three other Fellows, the President, the Small Works and Facilities Coordinator, the Domestic Bursar, the Finance Bursar and an MCR representative.
- **The Discipline Committee:** Chaired by the Vice President, membership consists of three additional Fellows (chosen by the President), and MCR Representative (to be invited by the President), and a Clerk (invited by the President on a case-by-case basis).
- **The Governance Working Group:** Chaired by the Vice President, with membership consisting of three Governing Body Fellows chosen by the Vice President on request, alongside Staff Members chosen by the Vice President on request. In this instance it is the Academic Administrator, and the Finance Bursar.

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.



VISION, OBJECTIVES, AND ACTIVITIES

Vision and Objectives of the College

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

Kellogg welcomes and supports part-time and full-time graduate students. We are an inclusive and egalitarian intellectual community, learning and researching across 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 support for postgraduate degree students within Oxford University. On the census date of 1 December 2022, Kellogg had 1,128

students, of which 846 students were part-time and 265 were full-time and 17 PGCE.

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 provided to students through the College's Dean and associated advisory network and through the Senior Tutor who exercises general oversight of academic progress. Each Kellogg student is assigned a College Adviser who provides pastoral support.

To enable students to realize 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 College.

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

Recruitment of 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 2022-23 academic year Kellogg College made payments totaling £308k in the form of scholarships and grants, including travel grants, research support grants, and hardship grants. In addition, Kellogg contributed £23,689 towards the MCR, £17,281 towards students' sporting and recreational endeavors, and over £41,226 towards welfare support.

FINANCIAL REVIEW

The College's total income were £5.585m after the decision to re-invest into the endowment the full endowment income of £678k [+10% on prior year]. Total resources expended were £5.566m [+%12 on prior year], and after accounting and reserve adjustments the College posted an in-year surplus of £19,000.

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 unrestricted funds at the year-end amounted to £ 10.376m (2021-22 £ 10.335m). In addition to this a further £ 1.373m were 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 was £ 23.6m, offset in the Kellogg accounts by a loan and an intercompany accounting liability to the University of just over £2.5m.

Risk Management

The College has on-going processes which operate throughout the 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.

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 income 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 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 the College facilities in supporting students. The total received by way of legacies



and donations in 2022-23 was £595k (2021-22 £426k), 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.

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.

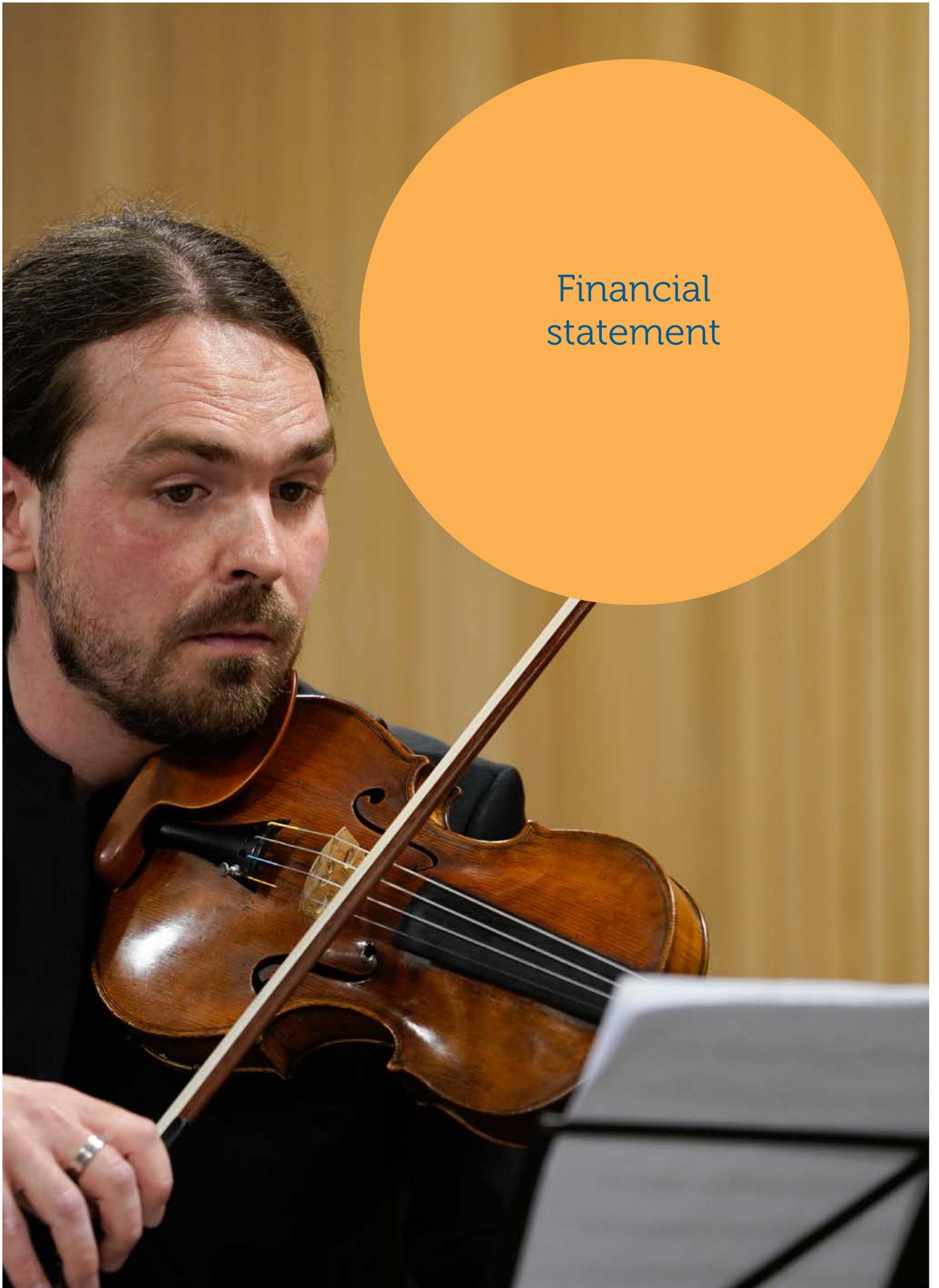
In lieu of statutory accounts, this Annual Report includes the College's year end management accounts and Balance Sheet.

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.

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.

Approved by the Governing Body on [tbc] 2024.





Financial
statement

Kellogg College overall position for the year ended 31 July 2023

	Including OIPA	Excluding OIPA
	£'000	£'000
Total Income	5,423	4,870
Staff Costs	2,929	2,583
Non-Staff Costs	3,224	2,983
Total Costs	6,153	5,566
+/- Surplus/Deficit	731	696
Accounting/Reserves Adjustments	£'000	£'000
Trust fund re-invested	678	678
BA085 Trust Fund Matched Funding	18	18
Adjusted +/- Surplus/Deficit	19	19

OIPA - Oxford Institute of Population Ageing

Kellogg College balance sheet for the year ended 31 July 2023

Balance Sheet at Financial Year End	Position as at 31 July 2023 £'000	Position as at 31 July 2022 £'000	Movement in year £'000
Fixed Assets			
Tangible Fixed assets	11,713	12,129	-416
Investments	27,375	28,056	-681
Total Fixed Assets	39,088	40,185	-1,097
Current Assets	† 1,059	32,418	-31,360
Current Liabilities	† -2,499	-33,808	31,309
Total Assets less Current Liabilities	37,648	38,795	-1,147
Creditors falling due after one year	-2,299	-2,391	92
Defined benefit Pension Scheme Liability	0	0	0
Total Net Assets	35,349	36,404	-1,056
Funds of the Society			
Unrestricted Endowment Funds	-21,455	-21,894	439
Restricted Endowment Funds	†† -1,266	-1,336	70
Endowment Matching Funds (restricted)	††† -879	-926	47
Unrestricted Funds	-10,376	-10,335	-40
Restricted Funds	†††† -1,373	-1,913	541
Total Funds	-35,349	-36,404	1,056
† - Current Assets and Current Liabilities contra settled by University of Oxford			
†† - Restricted Endowments			
Diana Wood Packford-Smart Scholarship Fund	-599	-631	
Oxford- McCall MacBain Scholarship Fund	-667	-705	
Total Restricted Endowments	-1,266	-1,336	
††† - Funds held centrally by University of Oxford. Incorporated into Kellogg College Balance Sheet presentation from 31st July 2022			
†††† - Restricted Funds			
Scholarships	-700	-816	
Kellogg Research Centres	-67	-102	
Other Restricted Donations Received (eg Strudwick Lecture Fund)	-22	-60	
Oxford Institute of Population Ageing	-583	-936	
Total Restricted Funds	-1,373	-1,913	

Kellogg College income for the year ended 31 July 2023

	Including OIPA	Excluding OIPA
	2023	2022
	Total	Total
	£'000	£'000
Tuition and Research Income		
Postgraduate Fee Income- Home/EU	853	1 336
Postgraduate Fee Income- Overseas	1 388	967
Total Postgraduate Income	2 241	2 303
Research Income	245	180
Contributions to academic staff costs (OIPA)	552	264
Miscellaneous	21	16
Total Research Income	818	460
Total Tuition and Research Income	3 059	2 764
Residential Income		
Student accommodation income	736	636
Student catering income	178	129
Income from stores, buttry, bar	46	58
Other residential income	88	66
Charitable conference and function income	70	17
Charitable other trading income	35	28
Total Residential Income	1 154	934
Voluntary Income (Donations and Legacies)		
Donations and legacies	595	426
Total Voluntary Income	595	426
Non-Charitable Trading Income		
Conference and function income	40	5
Admissions charges and facilities fees	2	36
Publications and merchandise sales	4	8
Subtotal Trading Subsidiary Income	45	48
Share of Joint Venture Income	-	-
Other miscellaneous trading income	104	1
Total Non-Charitable Trading Income	149	49
Investment Income		
Commercial rent	45	36
Income from fixed interest stocks	230	272
Interest on fixed term deposits and cash	191	20
Total Investment Income	466	328
Bank and Other Interest	-	-
Other Income (OIPA)	-	12
Total Income	5 423	4 514
Total Income Exc. OIPA	4 870	4 237

OIPA - Oxford Institute of Population Ageing

Kellogg College staff costs for the year ended 31 July 2023

Function/Dept	Charitable Expenditure					Cost of Generating Funds		Total	P/Y
	Tuition	Research	College Member Residential	Non Member Charitable Conferences	Total Teaching Research & Residential"	Fundraising	Non charitable / Trading (inc trading subs)		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Direct Costs									
Teaching Fellows	95	-	-	-	95	-	-	95	96
Research fellows	-	136	-	-	136	-	4	140	106
Other Research Staff (OIPA)	-	346	-	-	346	-	-	346	247
Academic Administration	169	48	-	-	217	-	-	217	259
Admissions	62	-	-	-	62	-	-	62	56
Total Academic Department	326	530	-	-	856	-	4	860	765
Library	-	16	-	-	16	-	-	16	15
Total Academic Services	-	16	-	-	16	-	-	16	15
Gardens & Grounds	-	-	53	-	53	-	-	53	50
Maintenance	-	-	213	-	213	-	-	213	198
Accommodation & Housekeeping	-	-	115	-	115	-	-	115	112
Catering & Bars	-	-	342	-	342	-	349	692	571
Porters Lodge	-	-	90	-	90	-	-	90	66
Other domestic costs	-	-	-	-	-	-	-	-	-
Total Premises	-	-	814	-	814	-	349	1 163	996
Development	-	-	-	-	-	146	-	146	146
Other (Communications)	43	9	9	9	69	17	-	86	75
Other (Events)	-	-	-	-	-	-	67	67	14
Other (KAIP)	-	-	-	-	-	-	-	-	-
Total Gen Ed/Central Admin	43	9	9	9	69	163	67	299	235
Total Direct Staff Costs	369	555	822	9	1 754	163	420	2 338	2 011
Indirect Costs									
IT	80	32	34	-	146	14	-	161	151
Total Academic Services	80	32	34	-	146	14	-	161	151
HR	105	21	84	-	209	-	-	209	257
Financial Administration	111	11	89	-	210	11	-	221	181
Other Financial Charges	-	-	-	-	-	-	-	-	-
Total Gen Ed/Central Admin	215	32	172	-	420	11	-	431	438
Total Support Costs - Staff	296	64	206	-	566	26	-	591	589
Total Staff Costs	664	619	1 028	9	2 320	189	420	2 929	2 599
Total Staff Costs Exc. OIPA	664	273	1 028	9	1 974	189	420	2 583	2 352

OIPA- Oxford Institute of Population Ageing

Kellogg College non-staff costs for the year ended 31 July 2023

Function/Dept	Charitable Expenditure					Cost of Generating Funds		Total	P/Y
	Tuition	Research	College Member Residential	Non Member Charitable Conferences	Total Teaching Research & Residential"	Fundraising	Non charitable / Trading (inc trading subs)		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Direct Costs									
Research fellows	-	39	-	-	39	-	0	39	85
Other Research Staff (OIPA)	-	241	-	-	241	-	-	241	221
Academic Administration	59	-	-	-	59	-	-	59	65
Admissions	25	-	-	-	25	-	-	25	27
Total Academic Department	85	280	-	-	365	-	0	365	398
Prizes & Scholarships	240	-	-	-	240	-	-	240	267
Bursaries & Other Student Support Grants	68	-	-	-	68	-	-	68	65
Library	-	8	-	-	8	-	-	8	8
Total Academic Services	308	8	-	-	316	-	-	316	340
Sports Societies & Student Common Rooms	1	-	22	-	23	-	23	23	32
Welfare	-	-	28	-	28	-	-	28	42
Total Staff & Student Facilities	1	-	49	-	50	-	-	50	74
Gardens & Grounds	-	-	161	-	161	-	-	161	94
Building Maintenance	-	-	155	-	155	-	-	155	260
Equipment Maintenance	-	-	71	-	71	-	-	71	29
Furniture and equipment	21	-	156	12	189	1	2	189	203
Accommodation & Housekeeping	-	-	253	-	253	-	41	295	232
Catering & Bars	-	-	104	-	104	-	38	143	191
Porters Lodge	-	-	2	-	2	-	-	2	0
Rents, Rates, Insurance	-	-	334	-	334	-	334	334	98
Energy	-	-	255	-	255	-	-	255	144
Water	-	-	22	-	22	-	-	22	30
Total Premises	21	-	1 513	12	1 546	1	82	1 629	1 281
Development	-	-	-	-	-	92	-	92	56
Audit Fees	-	-	-	-	-	-	-	-	-
Legal and Professional	-	-	43	-	43	-	-	43	6
College Contribution	-	-	13	-	13	-	-	13	11
Grants to Other institutions	-	-	-	-	-	-	-	-	-
Miscellaneous	(22)	-	(22)	-	(45)	-	-	(45)	(57)
Other (Communications)	25	5	-	5	35	10	5	49	48
Other (Events)	-	36	12	-	48	-	50	98	20
Other (KAIP)	-	-	-	-	-	-	-	-	65
Other (ICM)	-	-	-	-	-	-	-	-	-
Total Gen Ed/Central Admin	2	41	46	5	94	102	55	250	149
Total Direct Non-Staff Costs	418	329	1 607	17	2 370	103	137	2 610	2 242
Indirect Costs									
IT	8	3	3	-	14	1	-	16	18
Total Academic Services	8	3	3	-	14	1	-	16	18
HR	7	1	6	-	14	-	-	14	13
Investment Management	-	-	-	-	-	2	-	2	2
Interest Payable	-	-	104	-	104	-	-	104	108
Other Financial charges	43	19	-	-	62	-	-	62	45
Total Gen Ed/Central Admin	51	20	110	-	180	2	-	182	168
Depreciation	208	-	208	-	416	-	-	416	416
Total Premises	208	-	208	-	416	-	-	416	416
Total Indirect Non-Staff Costs	266	23	321	-	611	3	-	614	603
Total Non-Staff Costs	684	352	1 929	17	2 981	107	137	3 244	2 844
Total Non-Staff Costs Exc. OIPA	684	111	1 929	17	2 740	107	137	2 983	2 623

OIPA - Oxford Institute of Population Ageing





Kellogg College
University of Oxford