

Annual Report

2020 / 2021



Girton College's priorities are informed by our belief that it is impossible to be excellent unless you are also inclusive.

Our strategic priorities



In teaching, learning and research we aim to:

- Be successful in, and celebrated for, widening participation across a body of well-qualified students, promoting *equality of opportunity*, and valuing *diversity*;
- Maintain a *broad subject range*, underpinned by *excellent teaching, learning and research resources* and backed by the best in *pastoral care*;
- Promote *interdisciplinarity, transferable skills and readiness for the world of work*;
- *Add value* of all kinds through a distinctive residential educational experience.

In relation to our people we aim to:

- Support and enjoy a *diverse research-active* Fellowship and an *inclusive scholarly network*, spanning students, Fellows and our alumni;
- *Be distinctive within Cambridge* for our innovation, creativity and ethic of care;
- Retain the *commitment and loyalty* of employees across all departments who are well-trained and given the best opportunities to develop their skills and careers;
- Encourage *cross-constituency activities and collaborations* and to foster a stronger sense of a 'whole community'.

In relation to our surroundings we aim to:

- Make the *most of our location*;
- Recognise the *importance of our estate and grounds as an educational resource and key component of our community's quality of life* as well as a source of income;
- *Develop the estate* to meet educational goals in a *financially and environmentally sustainable way*;
- Play a determined part in *tackling global climate change*.

In relation to our funding, we aim to:

- Have a *sustainable financial base* underpinned by a substantial endowment and a growing income stream as we recover from the COVID-19 pandemic;
- Deliver on ambitious fundraising targets;
- Continue to grow our successful and popular *Girton Summer Programmes* for international partners and life-long learners;
- Have in place a *successful conference and events programme* that is integrated into the main activities and purposes of the College.

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Girton in 2020-2021

Mistress's Foreword

Professor Susan J. Smith
Mistress, Girton College



This extraordinary year has embraced a number of Girton firsts that we did not, for the most part, ask for, look for, need and/or want, but that we have, as ever, fully embraced and put to good use. We are, after all, a College whose entire history is about grasping victory from the jaws of defeat.

First among firsts, and uniquely in its history, the physical College was (almost) completely closed as we moved from last year's Easter Term into the long vacation, and for much of this year was only partially open. A second national lockdown, imposed in Lent Term, left the College again sparsely occupied until the start of the Easter Term 2021.

One obvious and immediate impact of the closure was financial. As the Bursar explains in more detail in the Financial Report, there was a very steep loss in income both from student residence charges waivers (in common with other Colleges); and from commercial income when next-to-nothing could take place in person. Faced with these challenges, we reduced costs – though without redundancies – deferred maintenance and capital expenditure projects, and changed our business model to put some commercial activities online.

The generosity of alumni, including a large legacy recognised as unrestricted income, also helped turn the tide very considerably, such that we recorded a net surplus before depreciation for the first time in several years. A major recovery in stock

markets also helped our investments to record a gain of over 20% in the year – **this has left net assets, the endowment and free reserves at all-time highs.**

I am very pleased also to report that over the course of the year we successfully completed A Great Campaign, which has raised £28.4m in income and over £29m in legacy pledges, against its original target of a combined £50m. This campaign went to the root of our Founders' desire to amass sufficient funds to create and operate the College as a permanent institution. It was designed with the objective of making our business model sustainable for the long term, by enlarging the permanent endowment (and the income stream it yields), sufficiently to bridge the structural gap between the cost of delivering a world-class residential higher education and the income we receive from fees, charges and commercial activities. We are planning a full programme to recognise the very great generosity of our alumni and supporters, but I should acknowledge here the talent and hard work of our Development Office, led by the Development Director, whose energy and commitment has been essential to our great success.

Another 'first' was a complete change in the way we had to go about teaching and learning. Phrases such as 'going fully online' are inadequate to convey the scale of the adjustment required for an institution such as Girton, whose raison d'être is the

richness of an all-round residential higher education.

I would like to pay tribute to all those colleagues who played a part in shifting each and every Cambridge Tripos online, so that our students were able successfully to continue to work towards their main goal: securing their degree from Cambridge University. This was a monumental effort, widely acknowledged by our students, who valued all the efforts that went into keeping our learning community together through periods of separation and isolation enforced by the pandemic.

Girton moved swiftly to meet the many and varied technical challenges of going fully online for the first time, including investment in IT and WiFi upgrades, and support for the raft of innovations needed to use platforms such as Zoom and Teams effectively, as well as to record and stream events from College. The redesigned website went live in September 2020: not only was it a major improvement in itself; it gave impetus to our transition online, being a much better platform than its predecessor for news, events and communications, within and beyond College.

Our move online, and our mastery of the related technology, facilitated online lectures, a steady stream of supervisions, tutorial and other welfare meetings, and a raft of study skills and other Thrive events. But it achieved much more than this.

We successfully completed A Great Campaign, raising more than £28 million in donations and £29 million in legacy pledges.

First, it enabled us to stay connected as a community of scholars, meaning that we remained 'social' notwithstanding the 'distance'.

We began with the #WeAreGirton campaign, including the GirtOnline Garden Party that rounded off Easter term 2020. In Michaelmas Term, we launched #StillGirton and made it the centrepiece of our 'Let's Get There Together' campaign for COVID communications, securing buy-in to myriad prevention measures, including asymptomatic testing – where notably high participation rates helped keep us COVID-free for much of the year. In this regard we owe a huge debt of gratitude to the tireless work of the Junior Bursar.

To relieve the stresses of isolations, and to further foster community spirit, we also mounted a series of 'GirtOnline' events, including jazz club, book club, poetry fortnight and our Girton conversations. Notable alumni helped launch a series of subject society events, and we successfully took the Hammond Science Communications Prize, the Jane Martin Poetry Prize and the Humanities Writing Competition online.

Mistress's Foreword

Girton's history is one of the triumph of hope over adversity and I have never felt that as forcefully as in this past year.

Secondly, going online enabled us to preserve the heart of the annual calendar, keeping in place some of the rituals and rites of passage that are so important to our sense of identity and core values. In summer 2020 we created an Online Graduation event, filming ceremonies in the Fellows' Garden and Eliza Baker Courtyard at which every single graduating student's name was read out, and special messages of support were delivered by the Visitor and other distinguished alumni. We were thrilled when those same students were able to return in person this September to have their degrees conferred or confirmed at the Senate House.

Starting with the online Ceremony for the Commemoration of Benefactors, the College streamed a full programme of online or hybrid sung chapel services throughout the year. **A particular feature of the programme**

of chapel music was that every one of our advertised services featured at least one piece by a female composer and at least one by a composer of colour, thereby expanding our 'core' repertoire to include a wide range of excellent yet often unsung music. This initiative has been unique within Cambridge and has attracted messages of support from all over the world.

Our musicians excelled themselves more broadly, with online May Week and Christmas concerts, two Lent term programmes, and finally a Gir-Ten (brass dectet) concert played live in the Fellows' Garden.

There were Girton firsts in practically every other aspect of the all-round residential Higher Education we provide. Girtonian Sophie Paine was CUBC Captain as the women's crew rowed to victory on the Ouse while Laura Bleehan, already an experienced light blues Varsity footballer, was called up by Wales for the Six Nations rugby. Art Club online proved popular with students and alumni alike, thanks to the efforts of our fifth artist in residence, Luke Burton. Next year will see the first in a new series of Artists in Residence at Girton, recruited through the Cavendish Art-Science scheme, with a brief to bring great art together with great science.

Girton's alumni are a vital part of College life, and the Development Office rose to the challenge of COVID to launch some new and enhanced ways to engage alumni across the world. I note in particular a very successful online alumni weekend, with all the usual talks, which brought in old friends as well as people we had never met before. Additionally, we spent a week before Christmas on a virtual Zoom 'tour' of the USA, speaking individually not only to those we know on the coasts, but also to those in far-flung regions that we rarely visit. We ended that tour with nearly a whole day of 'Transatlantic conversations',

which were well-attended, and so memorable that they are still online for anyone who missed the event.

During the year we made considerable progress in the formulation of a new strategic plan, and in advancing the goals at the heart of it. This Plan is not in itself a first (the 2012-19 plan having been completed last year), but it does both reflect and contain some new threads. Excellence as always is at the top of the list, and we continue to put enormous effort into supporting our students. **Our foundational aim though is inclusive excellence which has always been, and always will be, a work in progress.**

The admissions team successfully navigated the chaos following the August 2020 exam results so that we did, in the end, admit nearly all our offer holders, which was the right thing to do. The process of online interviews ran seamlessly thanks to the tireless work of the admissions team. I am also pleased to report that Girton is taking part in the Cambridge University foundation year pilot project offering students who may otherwise be excluded from a route into university education in the humanities and social sciences; we are also participating in the STEMsmart initiative, driving a similar agenda for the sciences.

More specifically on inclusivity **we have taken steps to support our LGBTQ+ community** (recognising trans day of remembrance, and flying the Progress flag for LGBT history month to recognise the intersectionality of race, gender and sexuality); looked to create a safe space for Muslim and Jewish members affected by conflict in the Middle East (including adopting the International Holocaust Remembrance Alliance working definition of anti-semitism); supported the two Girton students who showed courage and leadership in taking part in the BBC documentary *Being Black at Cambridge*; and worked with GLIDE – the student-led

Professor Susan J Smith Mistress, Girton College



Girton Liberation Inclusion Diversity and Equality group – who have been so active this year. Critically, we have also established the legacies of enslavement working group, chaired by Professor Dame Marilyn Strathern. That project is well under way and we shall expect the first full report in Michaelmas Term 2022.

There is, finally, a raft of new strategic measures around wellbeing rolling out, together with new initiatives around the broad theme of Green Girton which is gathering momentum, through our Girton Conversations, the retendering of our investment portfolio, and in myriad other ways.

Girton's history is one which may fairly be characterised as the triumph of hope over adversity, and I have never felt that as forcefully as in the last eighteen months. I salute the Fellows, students and staff of the College who have kept us on track, so warmly embracing what I can only describe as 'The Spirit of Girton'.

A handwritten signature in black ink, reading 'Susan J. Smith'.

Professor Susan J Smith
Mistress, Girton College
December 2021



Inclusive Excellence



72%

of our Home undergraduate entry were from maintained sector schools (against the University average of 70.1%)

21%

from disadvantaged groups (average 18.9%)



25

online events offered to Widening Participation prospective applicants, with over 500 individual sign-ups



Founder participants

in Cambridge Foundation Year and STEMsmart programmes



83%



66

Masters-level degrees were awarded and 30 Girton students successfully defended their PhDs

of students achieved a 2:1 or above, with one in four achieving a First

82

Cambridge Bursaries awarded, with a further 70 students benefiting from the Pilot Top-Up Bursary Scheme

Inclusive Excellence

Widening Participation

Girton's 2020 entry cohort of home students continued to exceed the university average for some of the OFS targets – particularly maintained sector students and those with the OAC flag.

Across the year, 25 online Widening Participation events were offered to prospective applicants, with over 500 individual sign-ups, the majority in Year 12.

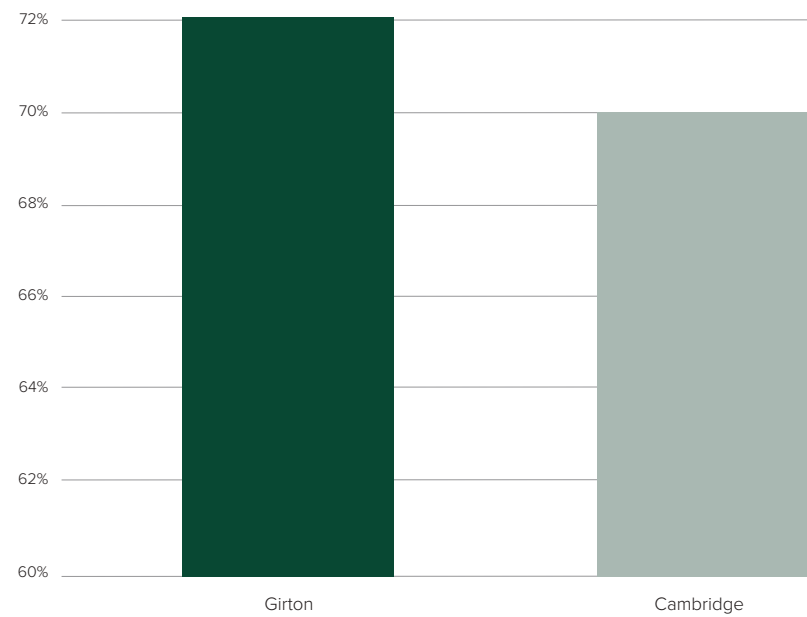
We focused our work on prospective university applicants in sixth-form (school years 12 and 13) and, by using webinar platforms, we have been able to reach larger audiences from a diverse geographical spread across our link areas and sometimes beyond, and making extensive use of students, who are some of our best ambassadors.

We appointed a new Schools Liaison Officer during the year, and we are currently in the process of planning a blended approach to outreach where online activities work alongside in-person events.

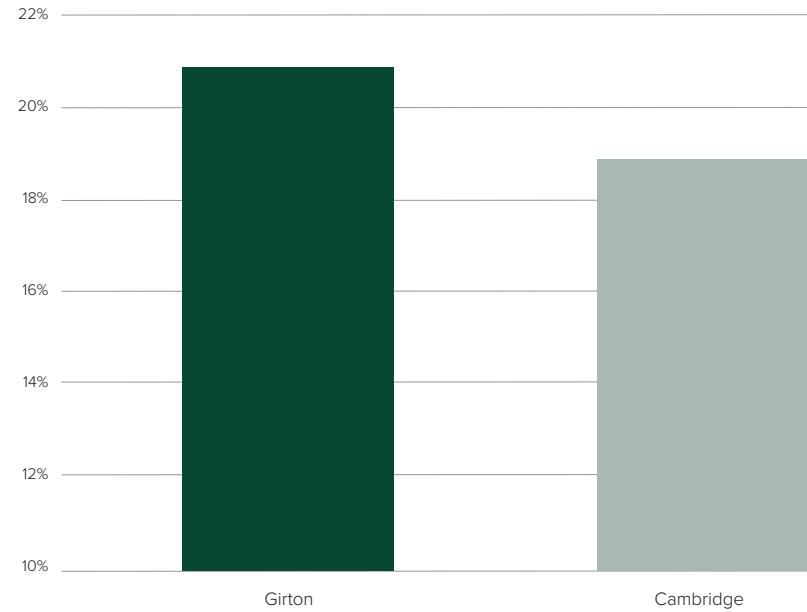
We are proud and excited to be one of the first colleges to participate in two new University Widening Participation schemes: the University's Foundation Year, with the first intake due to arrive in October 2022; and STEMsmart, an initiative to support sixth-form STEM students.



Entry from maintained sector schools



Entry from identified disadvantaged groups



Support through bursaries and grants

Through the generosity of our alumni and supporters Girton has continued to expand the level of financial support it is able to offer to students.

82

Cambridge Bursaries (worth up to £3,500 per year) were awarded

27

Emily Davies Bursaries were awarded to students across a broad range of subjects

17

additional named Bursaries, each worth up to £3,500 per year, were also awarded

24

undergraduates received support grants from the Buss Fund, totalling £8,510



70 students

from middle-income households have been provided additional financial support by Girton's participation, for the first time, in the University's Pilot Top-Up Bursary Scheme

13

Digital Gateway Grants (worth £1,000 each) were awarded to first-year students who either had care-leaver status or who had been in receipt of free school meals, to assist with IT and other start-up costs

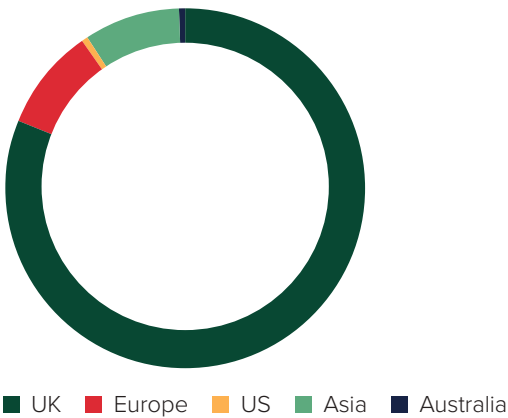
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postgraduate students received grants amounting to £5,881 from the Pillman Hardship Fund

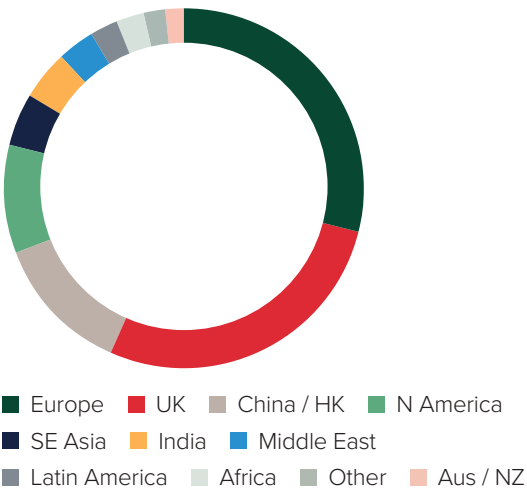
An internationally diverse student community

Girton's student body is geographically diverse, with undergraduates coming from 31 countries, and postgraduates from 62. In line with the wider University, UK students form the majority of undergraduates, but they account for only 28% of the postgraduate student body.

Undergraduates by world region



Postgraduates by country

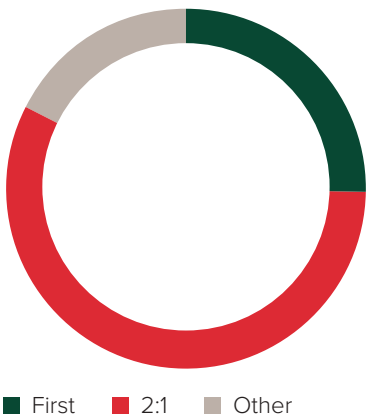


Increasing excellence

Girton students achieved excellent educational outcomes, with 82.5% achieving good honours (2:1 and above) and an increasing percentage, 25.5%, achieving First Class Honours. The College continues to work closely with University bodies to monitor the distribution of outcomes and to close the performance gap which still exists between male and female students.

Among our Postgraduate students, 66 graduated with Masters level degrees, two with an MRes, and 30 research students successfully defended their PhDs. Two LLM and five MAST degrees were also awarded.

Exam results by classification, 2020-21



Selected PhD theses successfully defended by Girton students in 2020-21

Subject	Thesis
Education	Disciplinary dialogues: examining the influence of subject cultures on classroom dialogue, activity type and learning outcomes in English primary schools
English	Neo-Gothic literary and visual art in Britain 1750-1789
Education	Investigating global Englishes – oriented teacher development through the lens of transformative learning theory: a study of South Korean elementary EFL teachers' experiences
Development Studies	The accommodation city: private low-income housing and urban space in Dhaka and Mumbai
Music	Purely sonorous: the rhetoric of sound in twentieth-century music
Chemistry	Controlling the regio- and enantioselectivity of iridium-catalysed arene borylation using sulfonated bipyridine ligands
Veterinary Medicine	Brucellosis in Ethiopia: epidemiology and public health significance
Applied Mathematics and Theoretical Physics	The imprint of scalar clouds around Kerr black holes: hairy solutions and weak cosmic censorship
Engineering	The dynamics of digital platform orchestration: unfolding the institutional logics shifts and fields restructuring in the Chinese used car market
History	Populism and the democracy of producers in the United States, 1877-1925
Engineering	Biomimetic vascular self-healing systems for cementitious materials
Engineering	Bayesian approaches to tracking, sensor fusion and intent prediction
Physics	First principles and machine learning methods in molecules, fluids and solids
Plant Sciences	Molecular biology of B vitamin metabolism genes and their regulation in <i>Phaeodactylum tricornutum</i>
Chemistry	New strategies in radical chemistry and its application to the construction of C(sp3)-C(sp3) bonds in the Giese reaction
Divinity	The polyphonic Qur'an: ethical antinomy, narrative ambiguity, and the construction of the Qur'an's moral universe
Architecture	Towards a deregulated domesticity. The making of 'Homes for Today and Tomorrow'
Politics and International Studies	Nietzsche's political economy. The aporias of industrial culture: slavery, debt and the division of labour
Medicine	A zebrafish model to study the schistosome egg granuloma

A world-class Fellowship

The Fellowship numbers 164,

including 29 Honorary
and 13 Barbara Bodichon Fellows

- The College appointed two new Official Fellows, two Research Fellows, Two Bye-Fellows, and a Mary Amelia Cummings Harvey Visiting Fellow;
- Among the new Fellows, Girton welcomed Revd Dr Tim Boniface as Chaplain, following the retirement of Revd Dr Malcolm Guite;
- During the year the Fellowship rose to the challenge of an almost entirely online delivery, and tutors provided an unprecedented level of support to students affected by the pandemic in various ways;
- Girton Fellows also maintained a very active schedule of research and publication, including valuable contributions to aspects of managing the pandemic.

Fellows admitted in 2020-21



Dr Collin Constantine
Official Fellow
in Economics



Mr Thomas Hawker-Dawson
The Brenda Hale
Official Fellow in Law



Dr Frances Brill
Margaret Tyler Research
Fellow in Geography



Dr Emma Brownlee
Otilie Hancock Research
Fellow in Archaeology



Revd Dr Tim Boniface
Bye-Fellow to be the
College's new Chaplain



Mr Andrew Kershaw
Mary Amelia Cummins
Harvey Visiting Fellow in
Music Performance

Sustaining the life of the Fellowship

Particular efforts were made during the course of 2020-21 to maintain the cohesion of the Fellowship in a period where in-person interactions were severely restricted.

The programme of Fellows' research evenings moved to an online format every Tuesday and provided a valued opportunity for the fellowship to exchange ideas; to stay connected to the life

of the College and to support each other when all were experiencing isolation to a greater or lesser extent.

Fellows participated in the various 'GirtOnline' events provided for the students, including talks and musical performances.



A world-class Fellowship

Selected publications by Girton Fellows, 2020-21

Professor Peter Abrahams	Atlas Clínico de Anatomía Humana, 8a edición (Editorial Médica Panamericana, 2020); Atlas de Anatomía Humana por Técnicas de Imagen, 6a edición (Elsevier Barcelona, 2021); <i>Gray's Anatomy Review</i> , 3rd edition (Elsevier, 2021).
Dr Fiona Cooke	(Joint) 'Healthcare-associated bacterial infections in the paediatric ICU', <i>JAC-Antimicrobial Resistance</i> 2(3) (2020).
Dr Nik Cunliffe	(All joint) 'Will an outbreak exceed available resources for control? Estimating the risk from invading pathogens using practical definitions of a severe epidemic'; and 'An ecophysiological model of plant-pest interactions: the role of nutrient and water availability', <i>J of the Royal Society: Interface</i> 17(172) (2020); 'Optimising risk-based surveillance for early detection of invasive plant pathogens', <i>PLOS Biology</i> 18(10) (2020); 'Use of mathematical models to predict epidemics and to optimise disease detection and management', <i>Emerging Plant Diseases and Global Food Security</i> , ed. J B Ristaino and A Records (APS Press, 2020).
Dr Amy Donovan	'Experts in emergencies: a framework for understanding scientific advice in crisis contexts', <i>International J of Disaster Risk Reduction</i> 56 (2021); 'Colonising geology: volcanic politics and geopolitics', <i>Political Geography</i> 86 (2021); (joint) 'Assemblage theory and disaster risk management', <i>Progress in Human Geography</i> (2021).
Dr Martin Ennis	'Shades of the past in Bruckner's sacred music' (an essay to accompany Sir Stephen Cleobury's final recording with King's College Chapel Choir), <i>King's College Recordings</i> (2020).
Dr Shaun Fitzgerald	(All joint) 'Transmission of SARS-CoV-2 and mitigating measures', <i>Scientific Advisory Group on Emergencies, Environmental and Modelling Group</i> (2020); 'The ventilation of buildings and other mitigating measures for COVID-19: a focus on wintertime', <i>Proceedings of the Royal Society A: Mathematical, Physical and Engineering Sciences</i> 477(2247) (2021); 'Modelling uncertainty in the relative risk of exposure to the SARS-CoV-2 virus by airborne aerosol transmission in well mixed indoor air', <i>Building and Environment</i> 191(5) (2021).
Dr Mia Gray	(Both joint) <i>Debt and Austerity: Implications of the Financial Crisis</i> (Edward Elgar, 2020); 'When machines think for us: the consequences for work and place', <i>Cambridge J of Regions, Economy and Society</i> 13(1) (2020).
Dr Samuel Grimshaw	(Both joint) 'Super aggressive S-ducts for air breathing rocket engines', <i>J of Turbomachinery</i> 143(6) (2021); 'Student research projects with industrial impact', <i>Proceedings of ASME Turbo Expo 2021, Track 8 Education Issues</i> (2021).
Professor Dennis Grube	(All joint) <i>Institutional Memory as Storytelling: How Networked Government Remembers</i> (CUP, 2020); 'Not-Minister? Australia's bespoke system of government', <i>The Oxford Handbook of Australian Politics</i> , ed. J M Lewis and A Tiernan (OUP, 2020); 'Constructivist approaches to the study of political executives', <i>The Oxford Handbook of Political Executives</i> , ed. R B Andeweg, R Elgie, L Helms, J Kaarbo and F Müller-Rommel (OUP, 2020).

A world-class Fellowship

Selected publications by Girton Fellows, 2020-21

Professor John Hendry	<i>The Rationality of Christian Belief</i> (Little Rowarth & Co, 2021).
Dr Liliana Janik	(Joint) ‘XRF analysis on the pottery sherds from Tsukumo Shell Midden’ [in Japanese], <i>Kasaoka City Excavation Report 6: General Research Report of the Tsukumo Shell Midden</i> (Kasaoka City Board of Education, 2020).
Dr Arik Kershenbaum	<i>The Zoologist’s Guide to the Galaxy</i> (Viking-Penguin, 2020); (joint) ‘Shannon entropy as a robust estimator of Zipf’s Law in animal vocal communication repertoires’, <i>Methods in Ecology and Evolution</i> 12(3) (2021); ‘Sister species diverge in modality specific courtship signal form and function’, <i>Ecology and Evolution</i> 11(2) (2021).
Dr Stephanie Palmer	(Both joint) ‘Who gets the ventilator? Important legal rights in a pandemic’, <i>J of Medical Ethics</i> 46(7) (2020); ‘Public health emergencies and human rights: problematic jurisprudence arising from the COVID-19 pandemic’, <i>European Human Rights Law Review</i> 5 (2020).
Dr Heidi Radke	(Joint) ‘Reshaping surgical specialist training in small animal surgery during and after the COVID-19 pandemic’, <i>Veterinary Surgery</i> 50(5) (2021).
Dr Thomas Roulet	(All joint) ‘Microfoundations of institutional change in the career structure of UK elite law firms’, <i>Microfoundations of Institutions (Research in the Sociology of Organizations</i> , vol. 65A), ed. P Haack, J Sieweke and L Wessel (2019); ‘Blame game theory: scapegoating, whistleblowing and discursive struggles following accusations of organizational misconduct’, <i>Organization Theory</i> 1(4) (2020); ‘How organizations can promote employee wellness, now and post-pandemic’, <i>MIT Sloan Management Review</i> (2021).
Professor Jochen Runde	(All joint) ‘Heuristic methods for updating small world representations in strategic situations of Knightian uncertainty’, <i>Academy of Management Review</i> (2020); ‘Ontology and the history of economic thought: an introduction’, <i>Cambridge J of Economics</i> 44(5) (2020); ‘The Elbphilharmonie and the Hamburg effect: on the social positioning, identities and system functions of a building and a city’, <i>Europe-an Planning Studies</i> (2021).
Professor Susan J. Smith	‘Mortgage debt in an age of austerity’, <i>Debt and Austerity: Implications of the Financial Crisis</i> , ed. J Gardiner, M Gray and K Moser (Edward Elgar, 2020).
Dr Dorothy Thompson	‘After Aršāma: Persian echoes in early Ptolemaic Egypt’, <i>Aršāma and his World: The Bodleian Letters in Context. Volume III: Aršāma’s World</i> , ed. C J Tuplin and J Ma (OUP, 2020); ‘Foundation deposits from third-century BC Egypt’, <i>The Epigraphy of Ptolemaic Egypt</i> , ed. A Bowman and C Crowther (OUP, 2020).
Dr Stelios Tofaris	‘The regulation of unfair terms in Indian contract law: past, present and future’, <i>Studies in the Contract Laws of Asia III: Contents of Contracts and Unfair Terms</i> , ed. M Chen-Wishart and S Page 3 of 3 Vogenauer (OUP, 2020); ‘The transplantation of trusts law in India’, <i>Asia-Pacific Trusts Law I: Theory and Practice in Context</i> , ed. Y Liew and M Harding (Hart Publishing, 2021).

Professor Dame Marilyn Strathern	‘A clash of ontologies? Time, law and science in Papua New Guinea’, <i>HAU: J of Ethnographic Theory</i> 9(1) (2019); ‘Timescales of intervention: a postscript to ‘Agricultures in the Anthropocene’, ed. M Skrydstrup and H-G Park, <i>Nature + Culture</i> 14(3) (2019); ‘A conversation’, <i>Intimate Entanglements: The Sociological Review Monographs</i> , ed. J Latimer and D López Gómez 67(2) (2019); (joint) ‘In relation: an interview with Marilyn Strathern’, <i>Disparidades</i> 74(1) (2019); <i>Relations: An Anthropological Account</i> (Duke UP, 2020); ‘Refletindo de volta’ [‘Reflecting back’, trans. J Tatim], Maloca: <i>Revista de Estudos Indígenas</i> , Campinas: Sao Paulo 3 (2020); ‘Underestimation/complacency: two comments on the language of warfare’, Forum on COVID-19 pandemic, <i>Social Anthropology/ Anthropologie sociale</i> 28(2) (2020); ‘Regeneração vegetativa: um ensaio sobre relações de gênero’ [‘Vegetative regeneration: an essay on gender relations’, trans. B N Guimarães], <i>Mana</i> 27(1) (2021).
Dr Helen van Noorden	‘Hesiodic rhapsody: The Sibylline Oracles’, <i>Reception in the Greco-Roman World: Literary Studies in Theory and Practice</i> , ed. M Fantuzzi, H Morales and T Whitmarsh (CUP, 2021).
Dr Ruth Warren	‘Mammographic density change in a cohort of premenopausal women receiving tamoxifen for breast cancer prevention over 5 years’, <i>Breast Cancer Research</i> 22(101) (2020).
Dr Claire White	‘The republic of novels: politics and late nineteenth-century French fiction’, <i>The Cambridge History of the Novel in French</i> , ed. A Watt (CUP, 2021); ‘Back to her sheep: the commune and peasant politics in George Sand’s Nanon’, <i>Nineteenth-Century French Studies</i> 49 (2021).

Green Girton

Girton aspires to be a low-carbon College, working towards environmental sustainability, ethical investment and advancing Net Zero. In line with the University, Girton is committed to a zero net carbon target by 2048, and has the aspiration to reach this ahead of that date, with significant planned reductions of scope 1-3 emissions over the next five to ten years, including the removal of significant gas installations where possible.



Awarded the Platinum Green Impact Award

for the second year running

Launched Girton Conversations initiative

on the theme of Our Fragile Planet

Close to zero investment in fossil fuels

down from 1.8% of the portfolio in June 2020 to 0.95% in June 2021, of which only 0.1% in listed equities

New Green Society

formed during the year

A low-carbon public equity portfolio

Our equity investments' carbon intensity is less than half that of the MSCI World Index

“Sustainability is absolutely embedded in Girton College. It’s fantastic to see that all of their decisions are informed by a proper assessment of sustainability and product lifecycles.”

Platinum Green Impact Award

Girton was pleased to receive the Platinum Green Impact Award from the University’s environmental accreditation scheme for the second year running in 2020-21.

The report on Girton commented that: “We were particularly impressed by your initiatives to tackle waste, including the reusable container scheme, engagement initiatives such as garden walks, and the formation of the new Green Society.”

Key sustainability initiatives included:

- Eliminating single-use plastics in favour of vegware containers, cutlery and cups, all of which are fully compostable;
- Initiating a target of reducing ruminant meat consumption by 20% per year, with vegetarian and vegan options available at every meal service and promoted to all in the College community;
- Commencing work (which concluded during the 2021 Long Vacation) to remove all gas from the main College kitchen, replacing old equipment with energy-efficient convection hobs running on green electricity;
- Replacing hand-held petrol gardening equipment with electric and battery-operated models.

Responsible Investment

The College has a medium-sized endowment whose returns are essential for its viable operation as an educational charity. The College’s portfolio is managed by an outsourced advisor, Partners Capital, which operates according to parameters determined by the College’s Investments Committee. Portfolio managers are selected using a number of criteria including the degree to which they maintain an active level of corporate engagement in respect of the environment, sustainability, governance and other ethical standards.

The College Council receives quarterly reports from the Investments Committee in the form of a Responsible Investment Dashboard. Over the course of 2020-21 the portfolio made meaningful progress in the direction of improved sustainability:

- Exposure to sensitive sectors (alcohol, armaments, gambling, tobacco and fossil fuels) was down from 3.2% in June 2020 to 2.3% in June 2021. This compares to c. 8.2% for the MSCI AC World Index;
- Exposure to fossil fuels in the College’s liquid portfolio (i.e. publicly listed equities) was down from 1.0% in June 2020 to 0.1% in June 2021, with a further 0.85% in illiquid Private Equity investments;
- The Carbon Intensity of the College’s public equity portfolio was 62 tCO2 / \$m versus 143 tCO2 for the MSCI AC World Index.



Girton Conversations – Our Fragile Planet

Girton in 2020-21 pioneered a new initiative, ‘Girton Conversations’, designed to address major issues with wide relevance in a way which crosses academic disciplines and involves all members of the college community.

The theme for 2020-21 is ‘Our Fragile Planet’ and is addressing questions including:

- How can we better understand and appreciate the world we inhabit?

- What connections are there between studying the world and changing it?
- How serious are the threats Earth faces and what responses are required?
- Can science and technology alone solve the problems? What ethical or moral debates are important?
- Is the current economic system able to work towards a sustainable world?

All-round Girton



Thrive

Thrive is Girton's innovative programme of activities and courses designed to help students make the most of their life as a student, including the transition to studying at Cambridge, and thence building the life skills to prepare for a successful career. This programme is designed for both undergraduates and graduates.

Bye-Fellow Mark Smith, a Fellow at the Judge Business School, continued to run the very popular Career Accelerator programme which equips students with a range of business skills – influence, negotiation, resilience, communication and others.

A highlight among Thrive events was an online session on careers in the Diplomatic Service generously hosted by Girton alumna Dame Karen Pierce DCMG, British Ambassador to the United States.



A rich programme of activities continued – albeit with much happening online – in order to provide, as far as possible, a sense of the all-round residential higher education which is Girton's raison d'être

Music

Notwithstanding the many challenges of the pandemic year, music continued to occupy a central role in the life of Girton, not only providing a range of outstanding performances, but also in supporting the well-being of performers and audiences alike.

Activities during the year were a mix of online and in-person events, as the ability to be present and perform together in person ebbed and flowed.

Highlights included:

- A socially distanced Freshers' concert at the start of Michaelmas, which proved to be the only in-person concert that term before restrictions were reimposed;
- Online Christmas and May Week concerts;

- A regular GirtOnline Jazz Club led by the Chaplain and providing entertainment and connection particularly to those students isolating online;
- A frequent programme of performances from the Chapel Choir, with services consistently featuring music by women composers and composers of colour. The Choir was able to carry out a very limited tour at the end of Easter Term, including a spectacular performance in Ely Cathedral featuring works by Marc' Antonio Ingegneri;
- Several live events at the end of Easter Term, including jazz by the Tim Boniface Quartet (led by the Chaplain) and a concert in the Fellows' Garden by the brass dectet, the Gir-Ten.

All-round Girton

Sport

Sport was greatly disrupted during the year, with facilities closed for much of the time and a lack of continuity brought about by the various lockdowns. However, teams made full use of the windows of opportunity for collective sport, complemented by online fitness activities.

Highlights included:

- Significant work by the Boat Club to maintain team spirit and fitness through virtual circuit sessions (and a virtual Boat Club Dinner) with only sporadic opportunities to get onto the water. The College was delighted to see Girtonian Sophie Paine captaining the winning CUBC Women's VIII in the boat race;
- Success for the mixed lacrosse team in Division One during the brief opportunity for play in Michaelmas Term;
- Victories for the netball team in their games during Michaelmas Term;
- The women's rugby team maintained strength and conditioning sessions, largely online, during much of the year, in readiness for the return of competitive in-person sport during Easter Term;

- The men's joint rugby team with Pembroke (Pirton RFC) ventured into mixed touch rugby for the first time in Easter Term, with a mixed team from both colleges performing strongly against more experienced opponents.

Staff activities

Staff engagement continued in various forums during the year, notwithstanding several individuals working from home, and a number of staff regularly on periods of furlough. Staff were kept informed on a rolling basis by senior officers of COVID-related developments relevant to them. Heads of Department continued to meet weekly, with the meeting offering an opportunity for social interaction as well as planning. Two online staff quiz nights hosted by the Bursar, one at Christmas and one at Easter, also offered the opportunity for some welcome fun and relaxation.



Financial highlights

Bursar's Foreword

Mr James Anderson
Bursar, Girton College



The year 2020-21 represented a major test for Girton's operational and financial resilience, as we dealt with the numerous consequences of the unfolding COVID-19 pandemic, which led to a considerable reduction in income from various sources. That we weathered the storm was thanks to the commitment and fortitude of all of our community, with teaching and non-academic staff making rapid and constantly evolving changes to the way we operated. Thanks to the hard work of fundraising over the previous decade, the College went into the pandemic in a position of financial strength, which has increased considerably over the course of the year thanks to some major legacy donations and an outstanding performance from our investment portfolio. This means that net assets, the endowment, and free reserves, are at record highs. We are grateful above all to the generous support of our alumni, which has been nothing short of transformational in strengthening the College's financial resilience.

This year was the second year to be affected by the COVID-19 pandemic: it had a profound impact on all our activities and reduced our income very materially in a number of areas.

Having been entirely closed during the Easter Term of the previous year the College site remained largely empty during the entirety of the 2020 long vacation. This meant that we were unable to conduct our usual extensive programme of commercial activities, including Girton Summer Programmes and Conferencing: income here fell from £1.9m in 2019-20 to £391k. This result, whilst a considerable reduction, was mitigated by the creation at speed of an online version of Girton Summer Programmes, which delivered £260k of high-margin revenue.

The whole academic year was impacted, to a greater or lesser extent, by reduced occupancy across the main site and Swirles Court. The estate was configured into

'households' – small groups of students sharing a kitchen and bathroom – so that the College could manage isolations to contain outbreaks of COVID. This meant that, at best, the College was only c. 80% occupied, a figure which dropped dramatically as a second lockdown was imposed covering the whole of Lent Term and the Easter vacation.

Whilst some students were permitted to stay, the majority went home and were not charged rent while they were unable to occupy their rooms. Thus income from residence charges and catering was about £1.2m below the level of the last 'normal' year of 2018-19.

Considerable efforts were undertaken to mitigate the impact on the bottom line. Several staff across almost all departments were furloughed for periods during the year, with significant efforts required from those on site to keep activities going even at a

The support of our alumni has been nothing short of transformational in strengthening the College's financial resilience

reduced level. A number of scheduled staff additions were deferred, and certain retiring staff were not replaced. Large and many smaller maintenance projects were also postponed, with activity focused on ensuring the College remained a safe environment. We were fortunate that this exceptionally difficult year was balanced by extraordinary progress both in Development fundraising and in investment growth.

A total of £6.9m in donation income was accrued in the year – the highest ever achieved – of which nearly £3m was recognised as unrestricted income. The College also benefited from a record 20.1%, or £19.4m, gain on its investments, as markets recovered strongly from the initial sharp negative impact of COVID, and as growth again began to be priced into global equities.

The net result was therefore – somewhat paradoxically – to leave the College with

its balance sheet in the strongest position it has ever been, with net assets of £173m, investments of £118m, the endowment and other restricted funds at over £70m, and free reserves of nearly £34m.

Whilst this allows us to look forward with confidence, we cannot afford to be complacent. We expect further challenges from COVID – and now rising inflation – in 2021-22, a year in which the financial statements will also reflect a major increase in the USS pension deficit; more work is required to modernise and improve the way the College works day to day; there is much to consider as we look at optimising our estate, including major decarbonisation initiatives; and we continue to look at building the support we can provide to our students and fellowship in order to drive our core purpose of inclusive excellence in higher education.

Five-year summary

<i>All in £'000 unless stated otherwise</i>	2020-21 £'000	2019-20 £'000	2018-19 £'000	2017-18 £'000	2016-17 £'000
Unrestricted income and expenditure					
Academic fees and charges	3,882	3,902	3,794	3,378	3,216
Residence charges	3,202	3,494	4,434	3,827	3,759
Conferences	127	1,043	1,349	1,641	703
Girton Summer Programmes	262	908	836	376	–
Endowment return transferred	1,705	1,688	1,575	1,185	936
Donations and new endowments	2,967	85	31	189	191
Other income (including furlough)	416	344	–	–	–
Total unrestricted income	12,560	11,464	12,019	10,596	8,805
Education expenditure	4,455	4,593	4,762	4,307	3,954
Accommodation, catering and conferences expenditure	8,878	9,132	9,185	8,819	7,418
<i>Including total staff costs</i>	5,997	6,247	5,985	5,568	5,094
Other expenditure	(26)	(526)	871	2	–
Total unrestricted expenditure	13,307	13,199	14,818	13,128	11,372
Depreciation	1,600	1,568	1,408	1,732	1,695
Surplus / (deficit) inc depreciation before investment gains / losses	(747)	(1,735)	(2,799)	(2,532)	(2,567)
Surplus / (deficit) ex depreciation before investment gains / losses	853	(167)	(1,391)	(800)	(872)
Net gains / (losses) on investments	7,208	(665)	867	1,831	2,472
Net gains / (losses) on disposal of fixed assets	–	–	20	2,178	22
Surplus / (deficit) inc depreciation	6,461	(2,400)	(1,912)	1,477	(72)
Surplus / (deficit) ex depreciation	8,061	(832)	(504)	3,209	1,623
Balance sheet					
Fixed and heritage assets	74,704	76,112	77,196	75,952	90,734
Investments	117,988	99,808	99,828	94,509	76,929
Endowment and restricted reserves	70,712	57,112	55,726	51,362	46,500
Unrestricted reserves	102,234	93,902	97,688	100,817	97,951
Free reserves	33,632	23,893	26,495	30,848	13,183
Net current assets / (liabilities)	4,576	1,278	1,883	4,995	1,338
Long-term creditors and provisions	(24,323)	(26,184)	(25,494)	(23,277)	(24,550)
Net assets	172,945	151,014	153,413	152,179	144,451
Capital expenditure					
Acquisition of tangible fixed assets	193	384	2,632	869	1,043
Investment performance and impact					
Investment return	20.6%	2.1%	5.8%	7.1%	12.9%
3-year average portfolio value for transfer	100,425	94,903	89,743	72,875	67,267
Spending rule %	3.52%	3.68%	3.84%	4.00%	4.00%
Total return	3,535	3,492	3,446	2,915	2,691
Loan interests charged to portfolio	403	419	569	679	671
Total investment transfer	3,132	3,073	2,877	2,236	2,020
Student numbers (fee paying)					
Undergraduates	514	503	491	485	472
Postgraduates	239	242	230	175	188
Total students	753	745	722	661	660
Staff numbers					
Academic staff*	66	62	83	79	80
Non-academic staff	117	125	119	123	120
Total staff	183	187	202	202	200

* Official Fellows only from 2019-20

Financial summary

Income

- Total income increased by 28% from £12.6m to £16.0m
- Unrestricted income increased by 9.6% from £11.5m to £12.6m
- The key driver of the increase was the accrual of substantial donation and legacy income, with just under £3.0m recognised as unrestricted income and a further c. £3.8m accrued to the endowment
- Excluding donation and legacy income, total income would have fallen by 13%, and unrestricted income by 16%, due to the impact of COVID on residential and commercial income

Income from academic fees and charges remained broadly static, consistent with there having been little change in student numbers, and relatively little change in

the balance of those numbers between home and international students. A more substantial change may be seen in the income from student residence charges and catering, which fell from c. £3.5m to c. £3.2m: it should be noted that 2019-20 was itself significantly down on that of the previous year, reflecting the loss of a whole term's income in Easter Term 2020. In the last year of normal occupancy, 2018-19, income from student residence charges and catering was £4.4m, and thus this year represents a drop of c. £1.2m from the norm.

Commercial income (Girton Summer Programmes and Conferencing), which accounted for nearly £2m of income in 2019-20, fell 80% to £391k in the present year, as the College was unable to accommodate in-person events in the summer period of 2020. It is envisaged that the financial

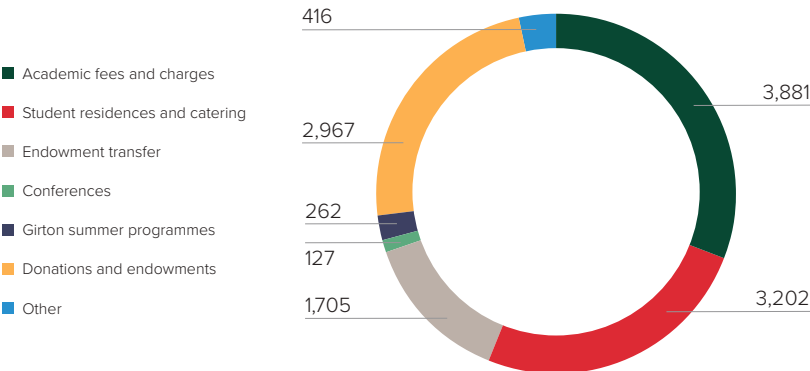
year 2021-22 will show a similarly muted commercial result following another largely closed summer, albeit that some conferences have been able to take place.

Income from donations and legacies is by its nature unpredictable, and the receipt of a major unrestricted legacy clearly had a transformational impact on the financial result for the year. In future years, and given the focus of the current campaign, we continue to expect legacy and donation income primarily to go to the endowment and thereby to support our activities by way of transfer under the annual spending rule.

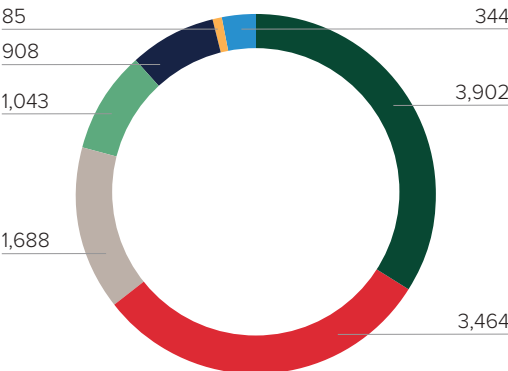
Expenditure

- Total expenditure increased by 2.2% from £15.0m to £15.4m
- Unrestricted expenditure increased by 0.8% from £13.2m to £13.3m
- It should be noted that these figures are distorted by a £500k positive benefit to last year's expenditure from a reduction in the USS pension provision
- Excluding this pensions movement, on an operating basis, expenditure fell by £391k or c. 2.8%
- In addition to lower variable costs, this also reflects efforts made to rein in staff costs and to reduce maintenance to essentials during the COVID pandemic

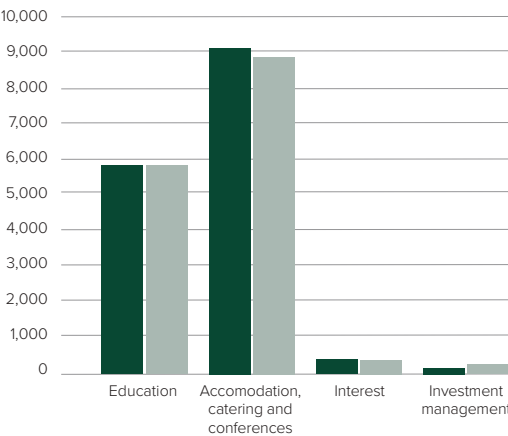
Sources of unrestricted income: 2020-21



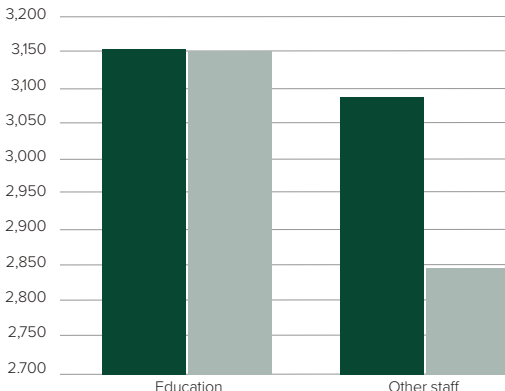
Sources of unrestricted income: 2019-20



Change in total expenditure (£'000)



Staff costs (£'000)



Staff costs

Staff costs fell by £250k or 4% versus the previous year, with the majority of the reduction coming in non-academic staff, and £90k due to fewer lecturers retained by Girton Summer Programmes. Through careful planning and making good use of furlough under the Government's COVID Job Retention Scheme, the College managed to avoid redundancies due to the pandemic, and we continued to top up salaries of furloughed staff to their full amount. A number of planned posts for recruitment were delayed, with certain positions not being replaced following retirement.

Other costs

Variable costs associated with catering, conferences and Girton Summer Programmes were sharply lower, reflecting the reduced student occupancy and the lack of commercial activity in the summer months of 2020. Housekeeping costs were maintained at a relatively high level, reflecting the additional work on sanitation required in order for the College to operate in a COVID-safe manner.

Investment management fees charged by Partners Capital were around £100k higher, due to an increased performance fee reflecting the strong investment return achieved in the year, and charged on a larger amount.

Professional fees were c. £20k higher than the previous year, including a degree of legal expenditure and also fees incurred in connection with professional advice on the ongoing review of the College's investment portfolio.

Year-end result

- Total comprehensive income for the year was £21.9m – this total incorporates a £19.4m gain on investments and a £1.9m actuarial gain in respect of pension schemes
- Excluding investment and actuarial gains, there was a total surplus of £669k
- Unrestricted funds showed a deficit of £749k including depreciation. Excluding depreciation there was a surplus of £851k

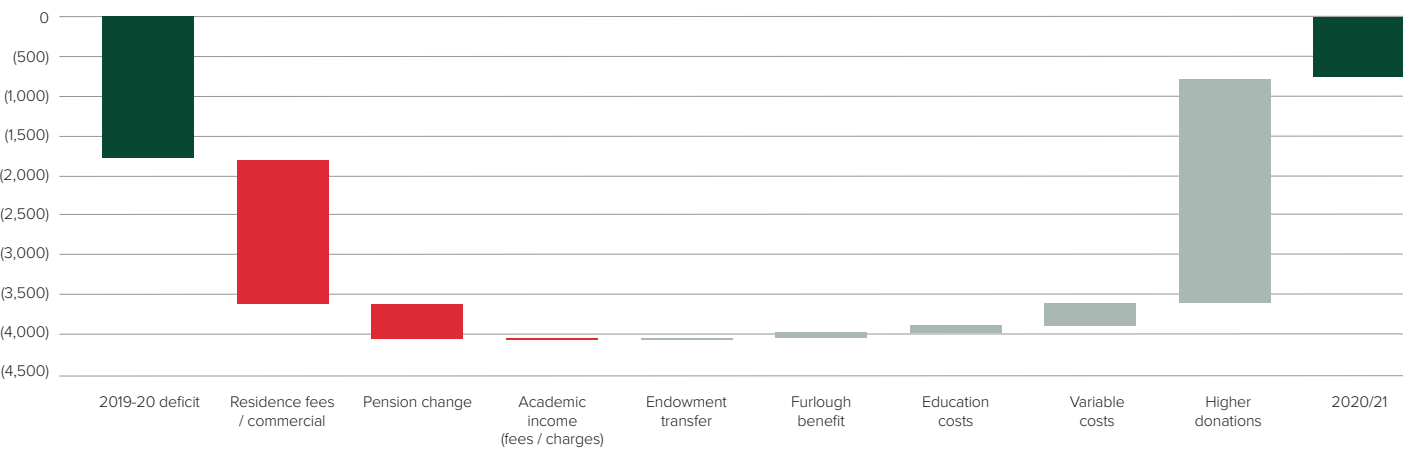
Analysis of the bridge between the 2019-20 deficit and the result for 2020-21 shows clearly the impact of reduced residence fees and commercial income.

Lower fixed and variable costs had a modest impact whereas the donations taken through income and expenditure were by far the major contributor to the improvement in the deficit. Excluding the benefit of donation income, the deficit for 2020-21 would have been around £3.7m (including depreciation) or £2.1m on a cash basis, excluding depreciation.

It should be noted that the current financial year (2021-22) will also be challenging. Conference activity was very significantly down in a largely empty summer period in 2021, with Girton Summer Programmes remaining online.

The assistance from furlough tapers off to zero during the year, and the cost base will be returning to more normal levels. Whilst we are planning for a full return of students, the potential for further disruption due to COVID cannot be ruled out.

Unrestricted deficit bridge 2019-20 – 2020-21 (£'000)



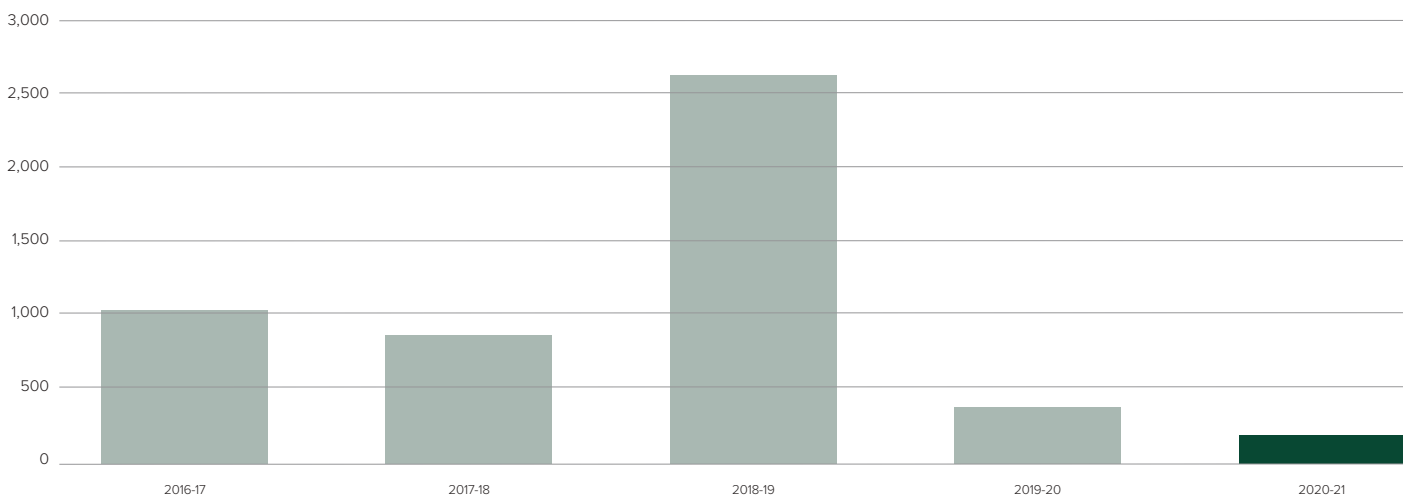
Capital expenditure

- Capital expenditure for the year 2020-21 was £193k, a 5-year low
- This reflected the postponement of certain major projects as the College sought to preserve cash, given the immediate impact and medium-term uncertainty due to the pandemic
- Major projects have resumed in the period post-year end, with further significant CapEx budgeted over the coming five years

Capital expenditure in 2020-21 was at its lowest for five years and followed a similarly relatively quiet year in 2019-20, as the College deferred some substantial major renovation projects in order to preserve cash amid the uncertainties of COVID.

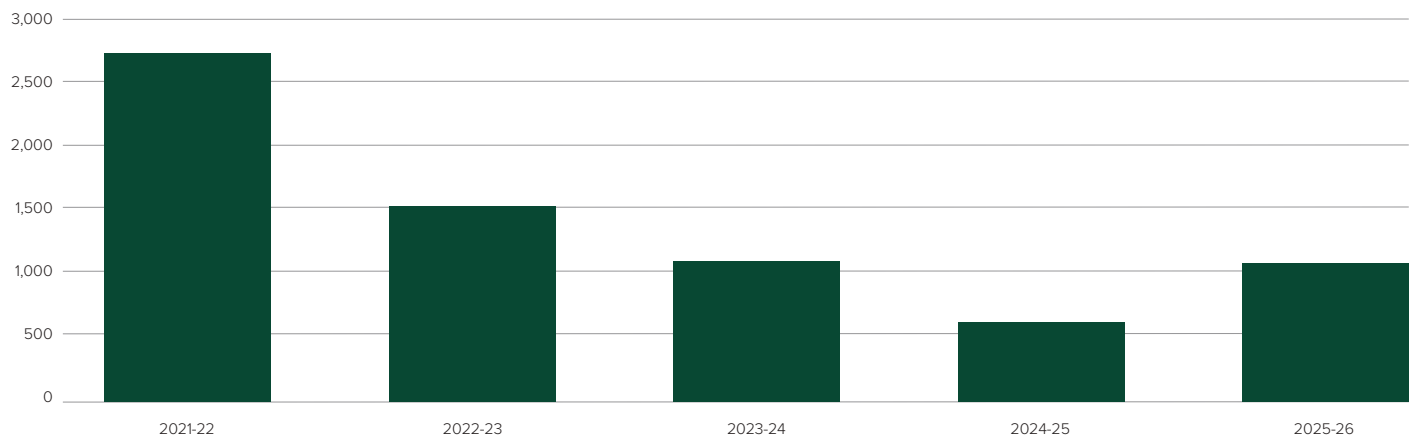
The total of £193k represents a combination of several relatively minor projects, with a focus on ensuring that the College remains fully compliant with requisite health and safety standards.

Five-year summary of capital expenditure £'000



Financial summary

Five-year budgeted capital expenditure £'000



Planned CapEx is reviewed every year and thus the amounts shown in the chart above in the years beyond the current year (2021-22) are indicative at this stage and subject to sign-off in successive budgeting rounds. The key projects currently planned are shown in the table opposite.

A major project not currently factored into the CapEx plan is the decarbonisation of the College, including the replacement of gas-fired boilers with greener alternatives. It is expected that planning in this regard, including detailed scoping and costing, will make progress over the coming year. The CapEx plan also does not currently include any major building work on the main site under the outline planning permission obtained during the recent Masterplanning exercise.

2020-21	<ul style="list-style-type: none">Full refurbishment of New WingMajor works to Kitchen ventilation and replacement of substantial equipment
2022-23	<ul style="list-style-type: none">Potential re-landscaping of Cloister Court, including removal of car parkingFurther Kitchen works including remodelling of Servery areaChapel Wing plant room renovation
2023-24	<ul style="list-style-type: none">Chapel Wing refurbishment
2024-25	<ul style="list-style-type: none">Archway plant room renovation
2025-26	<ul style="list-style-type: none">Further wing refurbishment (to be confirmed)

Balance sheet

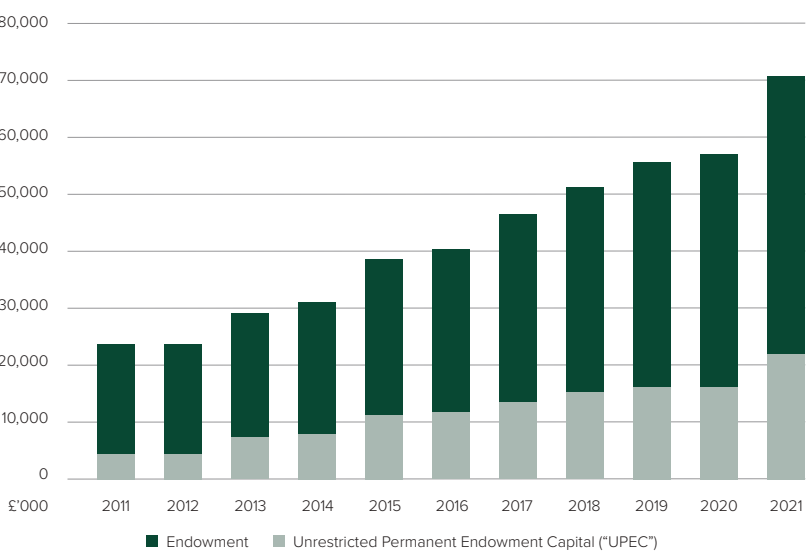
- £173m in capital and reserves (including buildings) – up 14.5%;
- £68.6m in buildings – down 2%;
- £118.0m in investment assets – up 18.2%;
- £70.7m in endowment and restricted reserves – up 24%;
- £33.6m in free reserves – up 41%.

Notwithstanding the operational difficulties which the College had to face during the year – many of which continue into the current financial year – a strong performance in investment markets led to a very considerable uplift to the balance sheet, strengthening both the endowment and free reserves.

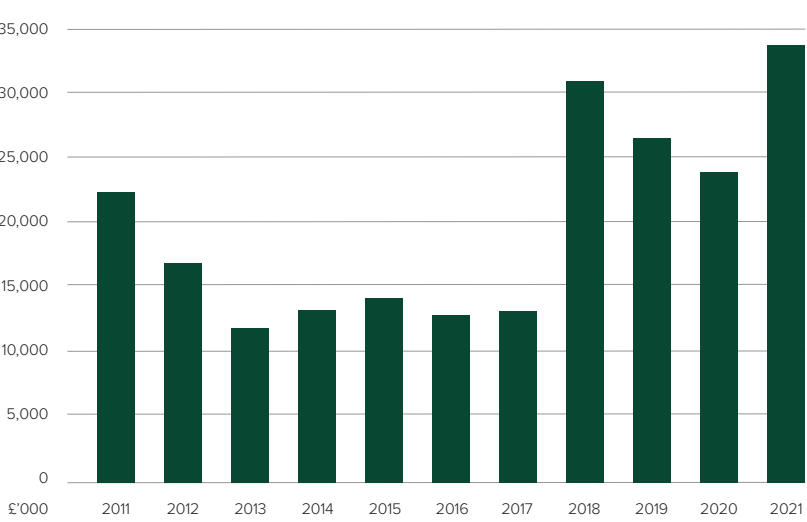
It would of course be highly unwise to rely on further market returns at anything like this level in the future: the College needs to continue to manage both its operations and its investments with a high degree of prudence to maintain an appropriate balance between current and future generations, including progressing towards eliminating operating deficits on a consistent basis. Nonetheless, it is appropriate to take stock of the scale of the College’s recent financial transformation in order to strike a suitable balance between prudence and ambition in the future.

The College has been highly focused in growing the endowment over the past decade, most notably as the key objective of A Great Campaign. Overall endowment reserves have grown from c. £22m in 2011 to £71m in 2021; within this, Unrestricted Permanent Endowment Capital (UPEC) – which provides the College with greatest flexibility in managing according to its needs – has grown nearly fivefold from £4.6m to £22.0m. This has moved Girton from a position of being thinly-endowed and very

10-year growth in the endowment



10-year movement in free reserves



reliant on spendable donations to a position where significant recurring investment returns have become a material part of the income available to support our activities. On a per student basis, endowment reserves have increased from £35.1k to £90.1k.

Free reserves (defined as unrestricted reserves less fixed assets), a vital measure of the College’s resilience, also showed a material increase in the year and now stand at a level comfortably above the previous high point reached when the proceeds of the Wolfson Court disposal were received in 2018.

Financial summary

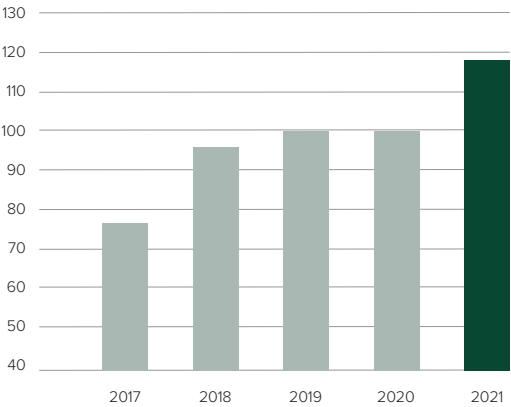
Investments

The College’s investments have been managed since 2009 by Partners Capital, an outsourced investment office which performs the functions played by in-house investments teams at larger global endowments. The securities portfolio is invested across a range of different asset classes according to the ‘Endowment Model’ or ‘Yale Model’, referring to the major US endowment where the approach was developed. The Investments Committee is currently reviewing the suitability of this approach, and our managers.

Since the appointment of Partners, the portfolio has returned 7.9% on an annualised basis, net of fees, and 9.5% over the last five years, all stated on a Sterling basis. These returns have been more than sufficient to support distributions under the College’s spending rule whilst preserving the value of endowments in real terms.

The year 2020-21 saw a particularly strong performance, with the portfolio up 20.7% on a Sterling basis, net of all fees and charges. Ignoring the impact of foreign currency losses, the portfolio was up 25.3%, ahead of the 21.6% gain made by the benchmark indices reflecting the College’s Strategic Asset Allocation. A recovery in global equity markets – which fell 22% in the first calendar quarter of 2020 – was the key driver of the strong performance, with growth and China funds both outperforming strongly.

Portfolio valuation – 5 years (£m)



Investment portfolio £m – 30 June 2021

