



Kellogg College  
University of Oxford

# Five-year Strategy

2024/25 to 2028/29

An invitation to join us on an exciting journey of development, discovery and transformative change.



# Our mission and vision

Kellogg College is dedicated to advancing education for the public benefit by empowering graduate students in their pursuit of lifelong learning and transformative research. Our vision is to make Oxford University more inclusive and accessible, creating a welcoming collegiate home that supports both full-time graduate students and those balancing academic pursuits with professional and personal commitments.



# Strategic context and aspiration

For over three decades, Kellogg has been a pioneering force in making graduate degree study at Oxford more accessible, attracting students from across the globe to its innovative academic environment. The College has evolved into a vibrant hub of intellectual exchange, creating unique opportunities for academic scholarship, professional collaboration, and rich social engagement.

Building on our previous strategic plan's success in enhancing student accommodation and facilities, we are now at the threshold of an exciting phase of growth. Our five-year strategy will guide our expansion with a commitment to our core principles of lifelong learning, openness, innovation, and social relevance. We aim to create an inclusive and dynamic environment where diverse perspectives flourish and all College members can fully realise their potential.

Our efforts over the next five years will redefine both the physical and social environment of the College, aiming to enrich the student experience for generations to come.

We warmly invite you to be a part of this journey with us.

## Strategic priorities

To achieve our ambitious goals, we will focus on three key priorities, each supported by comprehensive implementation plans. A critical aspect of our strategy involves securing philanthropic donations and developing innovative income-generating opportunities to fund scholarships, enrich student life, and support our transition to independent charitable status.



## PRIORITY 1

# Enhance student experience and welfare

At the heart of our mission is an exceptional student experience, and our strategy seeks to deliver an environment that is supportive to individual scholars and characterised by an enduring sense of community amongst all College members.



### To enhance provision for our students, we will:

- Deliver an annual calendar of events that informs, connects, inspires, and challenges College members and the public, enriching their knowledge and experiences of Kellogg.
- Implement a forward-thinking digital strategy featuring online, hybrid, and livestreamed events to foster engagement and connection for students both within and beyond Oxford.
- Cultivate cross-disciplinary creativity through innovative programmes like our Artist and Writer in Residence initiatives, to encourage interdisciplinary dialogue, innovative thinking, and engagement with students.
- Strengthen interactions among students and the College's extended communities through the College Advisor process, student Progress Meetings, and rich and varied networking opportunities.
- Deliver our commitment to equality, with our LGBTQ+ and Racial Equality Fellows, to develop initiatives promoting openness and belonging.
- Continue investments in comprehensive training for all staff, including Junior Deans, to proactively identify and address student health and wellbeing needs.



## PRIORITY 2

# Promote social and environmental sustainability

We recognise and respect the stewardship responsibilities of establishing the College on a site which falls within the North Oxford Victorian Suburb Conservation Area. With the transfer of further villas to the College and the planned development of a 'West Campus', we have an extraordinary opportunity to design a modern learning environment with high quality accommodation, which preserves the special architectural and historic character of the site.

### Over the next five years, we will focus our efforts to:

- Acquire additional villas and develop our 'West Campus' to increase on-site accommodation and improve facilities, while preserving the site's architectural heritage.
- Create walkways to connect the College gardens and unify outside spaces, and increase plantings for biodiversity.
- Be innovative and proactive in undertaking sustainability measures to decarbonise the College estate and move to a position of net-zero emissions with biodiversity gains.
- Engage alumni and expand our networks to support our ambitious estate development goals.

## PRIORITY 3

# Advance academic fellowship and professional networks

There are well over 200 academics among the College fellowship, including Emeritus, Visiting and Research Fellows, all of whom contribute to the academic, social, and cultural life at Kellogg. It is a vibrant community, intellectually rich and strikingly diverse, with expertise found across the academic disciplines. We have established centres of creative and intellectual excellence which bring together academic researchers and professional practitioners to stimulate and advance progress on addressing social, economic and environmental challenges.

### Over the next five years, we will:

- Grow and strengthen the academic community to ensure we develop our intellectual breadth, vitality and versatility.
- Celebrate and promote the research excellence and academic achievements of our members.
- Continue to provide a collegiate home for the best early career researchers with the aim of supporting the next generation of academic talent.
- Harness the benefits of knowledge, networks and experience generated through our centres of expertise and research.
- Develop innovative partnerships beyond traditional academic boundaries to facilitate knowledge exchange and generate meaningful societal impacts.





# A collaborative journey

These priorities are more than strategic objectives—they represent our collective commitment to fostering academic excellence, transformative learning, and enriching the student experience. Realising our vision depends on the active involvement of our students, fellows, staff, alumni, partners and friends.

**We hope you will join us on this exciting journey of development, discovery and transformative change.**



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