STRATEGY TO 2021

We Believe

- That UK and Irish education should be a global leader in sustainability

- That educational institutions have a responsibility as anchors in their communities to be agents of change

- That education has a unique opportunity to transform lives and communities

- That education is at the heart of global sustainability

- That every student should have access to sustainability education

- That education should reflect best practice in operational sustainability

- In being flexible and adaptable to find solutions for a resilient future

- In the value of international collaboration

Our Organisation

We are a not-for-profit, member based charity, run by members for members. From starting out as a voluntary organisation in 1996, we have grown to represent over 2 million students and nearly 400,000 staff with a spending budget of over £25 billion. We help leaders, academics and other professionals to drive sustainability to the heart of their post-16 education institutions. We are a well-established and credible organisation. We serve and connect our members – enabling their creativity and dynamism to lead the sustainability agenda. We believe now is the time to act so that our collective voice continues to be heard and have impact. We see a huge opportunity to maximise our networks, expertise and knowledge and put post-16 education at the centre of solving the world's issues - making sustainability the new norm.

Our Strategy

Our powerful new strategy sets out how we can better support our members to inspire, challenge and enable students, staff and sector leaders. Together, we will position sustainability at the heart of each institution's core strategy. This new strategy is our opportunity to move from good to great. We will demonstrate the importance of the post-16 education sector in moving towards a more sustainable society, and to have relevance and impact on a global scale.

To keep our focus on long-term action, we have set our vision and purpose to 2030. However, our strategic goals will structure a rolling 5-year strategy (2017-2021), with an annual review. This will enable us to respond to emerging issues and continuous change in the sector.

Our World

2016 saw our 20th birthday. During that time, a lot has changed. Internationally, we have seen growing environmental and human emergencies. Alongside these, the launch of the new Sustainable Development Goals - with Goal 4 emphasising the importance of education and learning opportunities for all – act as one of our external drivers. In the UK and Ireland, the environmental movement within post-16 education has grown to embrace all aspects of sustainability. Students are more empowered and the sector has more autonomy to lead itself whilst society expects responsibility and public benefit.
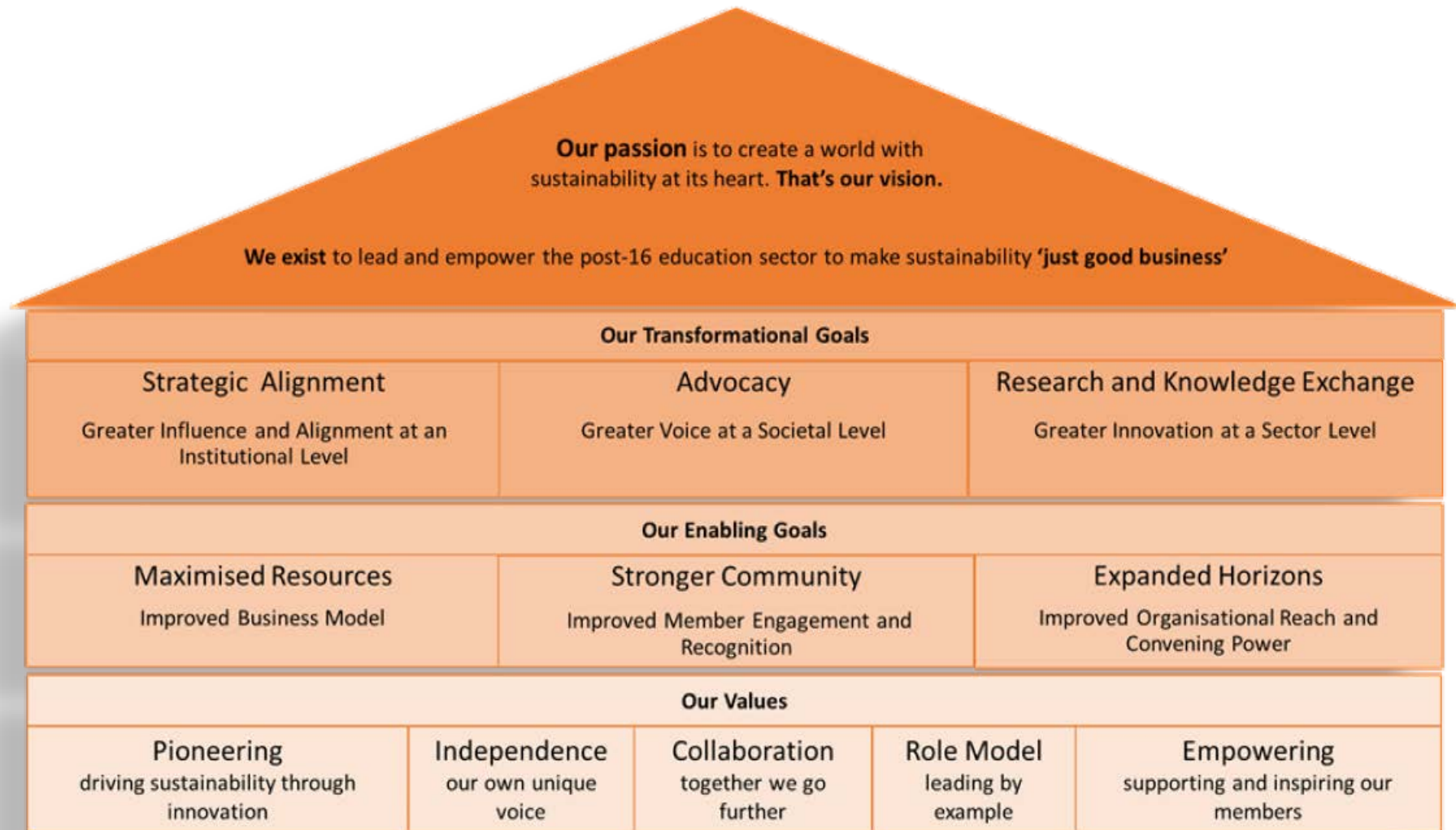
Experiencing these fast moving changes means that the sector is somewhat destabilised. While it is certainly a period of change, we are also clear that disruption drives innovation and we recognise new opportunities ahead. Combine dynamic and interconnected students with the knowledge, expertise and passion of institutions' staff members, along with increasing international collaboration – you have the recipe for not just change, but for transformation.

Our Approach

The issues of social, environmental and economic sustainability are interlinked, so our approach to solving them must be too. Furthermore, education and research have a fundamental and unique role in creating a world with sustainability at its core. For this reason, we are focused on using our considerable convening power to drive innovative developments in the sustainability sector through post-16 education institutions.

In order to facilitate, accelerate and help lead this movement, we will work at both an operational, academic and a strategic leadership level with these organisations and wider society. In recognition of this new approach for the EAUC as a catalyst for change, the name of the organisation will change within the timescale of this strategy.

Our Strategy on a Page

Our passion is to create a world with sustainability at its heart. **That's our vision.**

We exist to lead and empower the post-16 education sector to make sustainability **'just good business'**

Our Transformational Goals

Strategic Alignment	Advocacy	Research and Knowledge Exchange
Greater Influence and Alignment at an Institutional Level	Greater Voice at a Societal Level	Greater Innovation at a Sector Level

Our Enabling Goals

Maximised Resources	Stronger Community	Expanded Horizons
Improved Business Model	Improved Member Engagement and Recognition	Improved Organisational Reach and Convening Power

Our Values

Pioneering	Independence	Collaboration	Role Model	Empowering
driving sustainability through innovation	our own unique voice	together we go further	leading by example	supporting and inspiring our members

Our First Five Year Implementation Programme

Next Steps

When the new strategy has been agreed and signed off by the Board, we will work to put together an annual action plan. This will enable us to move from strategy development to implementation. The new strategy will be in implementation from the beginning of 2017.

Transformational Goals

With our three Transformational Goals, we aim to harness our collaborative nature and the importance of interdependence with other organisations, sectors and our membership. These Goals will enable us, with our members, to be leaders in sustainability thinking as well as drivers for sustainability leadership within the post-16 education sector and beyond. Our Transformational Goals are:

Goal 1: Strategic Alignment – greater influence and alignment at the institutional level

For us to have impact, we need to be able to influence at a strategic level. We will align our priorities with those of our member institutions to show how sustainability will support their objectives. Together, we will embed sustainability within institutions to enhance employability, research, quality teaching, student experience, internationalism, efficiency, social responsibility, retention and growth

Outcome 1	Outcome 2	Outcome 3
We will build dialogue and understanding between member sustainability and institutional leaders to demonstrate the benefits of sustainability	We will support our members to enhance the student experience and improve employability prospects through improved sustainability education	We will support member organisations to embed sustainability into their missions and strategic plans

Goal 2: Advocacy – greater voice at the societal level

We have the opportunity to support, educate and inform leaders of institutions and society about the value of sustainability and advocate for a sustainable future. We will harness our longevity and reputation alongside that of our membership base to provide us with a credible and knowledgeable voice

Outcome 1	Outcome 2	Outcome 3
We will encourage and support regional networks of sustainability leaders from member institutions to influence sustainability in their communities	We will use our voice to raise the profile of post-16 education's role in achieving sustainability, including within industry and governmental bodies	We will elevate the profile and value of members as agents of change through our offer of professional development and ongoing support

Goal 3: Research and Knowledge Exchange – greater innovation at the sector level

In order to facilitate post-16 education in laying the foundations for a sustainable future, we need to drive continual improvement and innovation in the sector and beyond. We will harness the wealth of experience and knowledge of our members to ensure on-going creation and dissemination of knowledge in sustainability

Outcome 1	Outcome 2	Outcome 3
We will be seen as the "go to" organisation for sustainability knowledge in post-16 education	We will act as a convening body to bring together members and other stakeholders to share and contribute to the development of new resources	We will be a platform for research, think pieces, best practice guides and innovative resources

Our Enabling Goals

These are the goals that will keep us fit for purpose – giving us a strong foundation from which we can achieve our Transformational Goals. Our Enabling Goals are:

Goal 4: Maximised Resources – improved business model

A strong and sustainable business model will give us a greater base from which to carry out our activities and leverage positive change. Our solid foundation will be based around a sustainable business model of people, planet and economy

Outcome 1	Outcome 2	Outcome 3
We will support and provide for a thriving staff team and wider network, enabling them to be their best selves through good governance	We will be seen as a role model for our organisational sustainability and use this as a tool to inform and inspire others	We will have a strong, transparent business model with diverse income streams, maximised membership potential and strong brand recognition

Goal 5: Stronger Community – improved member engagement and recognition

To be able to bring about remarkable positive change and transformation, we need to foster a strong and cohesive community, inclusive of all post-16 education. We will work as one powerful movement that will drive and advocate for sustainability

Outcome 1	Outcome 2	Outcome 3
We will engage, motivate and recognise our member volunteers for their expertise, engagement and input	We will unite our members, staff and volunteers through regular communication and build networks within institutions and local communities	We will encourage and enable members to work together and take the lead on projects to achieve greater synergy and success through collaboration

Goal 6: Expanded Horizons – improved organisational reach

We have the potential to act as a powerful collaborative platform, creating networks both within post-16 institutions and cities/regions, as well as reaching nationally and internationally. We need to maximise our networks and connections as well as turn to new horizons in order to spread the sustainability message more widely and impact at a global level. In return, we will bring back new learning and opportunities for our members as well as leverage greater impact on institutional strategies

Outcome 1	Outcome 2	Outcome 3
We will contribute to the wider sustainability agenda through local, national and international awards and alliances	We will harness post-16 education institutions as influencers for wider change with supported regional member groups and relationships with schools, local governments and other organisations and businesses	We will convene the post-16 education sector to work together to share knowledge and expertise to drive change