



AGCAS Strategy – 2016/17 to 2018/19

Mission

AGCAS is the [UK and Ireland] expert membership organisation for higher education student career development and graduate employment professionals. Through our members, we support the best possible career outcomes from higher education for individuals, institutions, society and the economy.

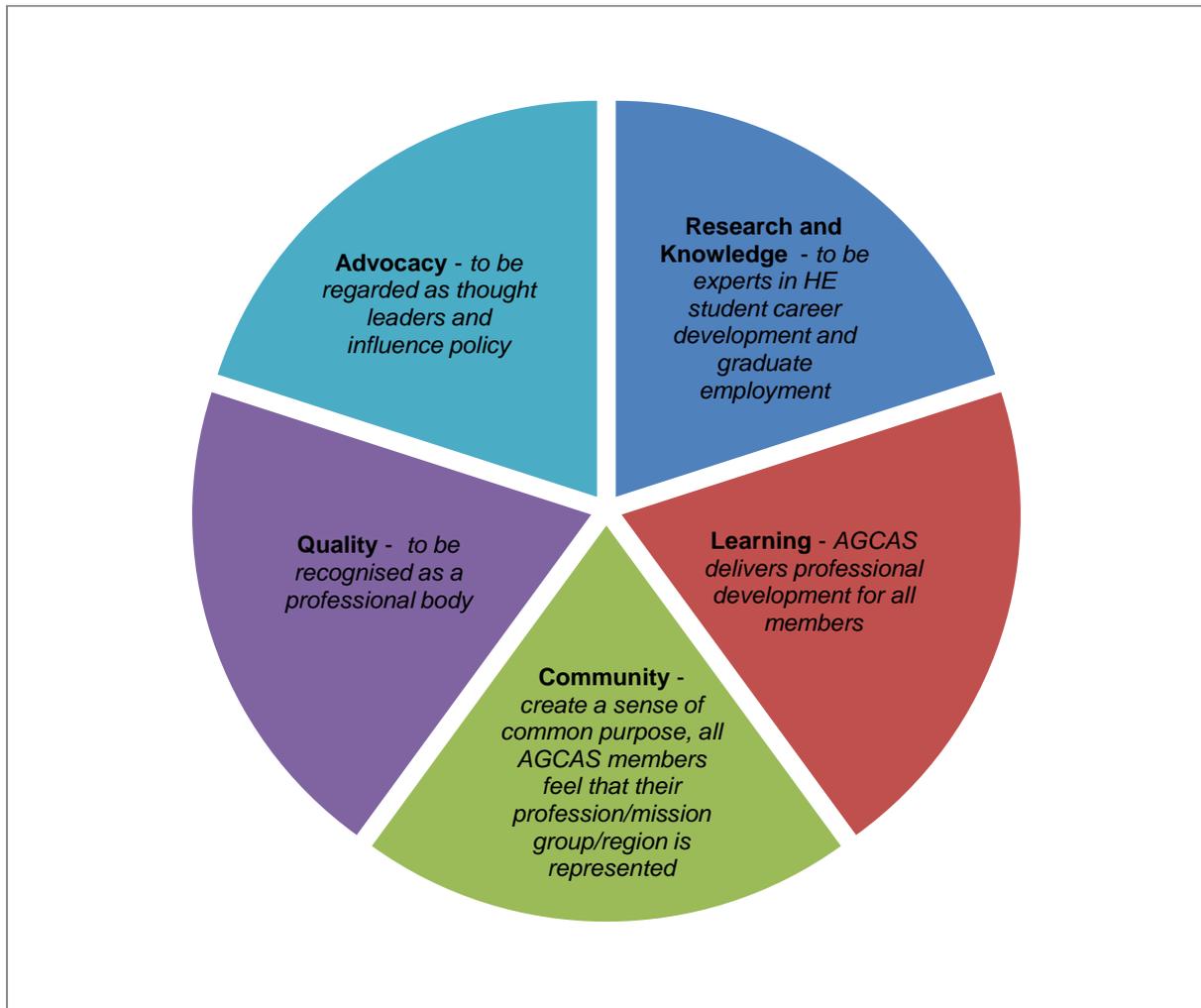
Vision

Through the reach and expertise of our members, AGCAS is to be recognised as the [UK and Ireland] expert organisation for policy consultations and opinion on higher education student career development and graduate employment.

We will have achieved our mission and vision when:

- AGCAS research supports our strategy areas and strategic themes
- AGCAS has a network of influential stakeholders, including employers, to advise and support us
- AGCAS delivers the professional development of the membership
- AGCAS provides regular expert opinion on 'issues of the day'
- AGCAS has a robust and interlinked network of national and regional groups

We are enabled by five core strategy areas. For each area, there are strategic actions to achieve our vision:



These core strategy areas are underpinned by AGCAS’s financial sustainability; robust financial stewardship; the Board which represents the membership and provides strategic direction; a well-motivated and competent staff. These enablers will ensure that AGCAS can continue to make wise and appropriate strategic investments in the future.

Each strategic area and their related strategic actions will be the responsibility of a Board Director supported by a member of the AGCAS Senior Management Team.

Research and Knowledge – to be UK and Ireland experts in HE student career development and graduate employment

2016/17

- **Strategic action 1:** Encourage and promote research-informed practice in all areas of member services' activity
- **Strategic action 2:** Develop unique insights into student engagement, needs, preferences and behaviours in relation to careers and employability
- **Strategic action 3:** Facilitate regional, national and international graduate market expertise and its application to our practice and student/graduate outcomes

2017/18

- **Strategic action 4:** Review our output of careers information and publications

Learning – all members are able to rely on AGCAS for their professional development

2016/17

- **Strategic action 1:** Review the training and events programme to ensure CPD for all types/levels of careers professional mapping to the AGCAS professional standards (see Quality)
- **Strategic action 2:** Ensure that the design, format and delivery of learning is open to all, and supports people with a range of learning needs

Community – create a sense of common purpose so all AGCAS members feel that their profession/mission group/region is represented

2016/17

- **Strategic action 1:** Review governance structure for task groups, regional heads and mission groups
- **Strategic action 2:** Improve and implement clear communication channels between groups/regions/devolved nations and central AGCAS
- **Operational action 1:** Redevelop membership database

Advocacy – to be regarded as thought leaders and influence policy

2016/17

- **Strategic action 1:** Set up group of critical friends
- **Strategic action 2:** Develop strong strategic partnerships
- **Strategic action 3:** Develop strong media and social media engagement strategy
- **Operational Action 1:** Redevelop website

2017/18

- **Strategic action 4:** Develop AGCAS policy and position statements

Quality – to be recognised as a professional body

2016/17

- **Strategic action 1:** Define professional standards for HE careers professionals and code of conduct/ethics for members
- **Strategic action 2:** Develop definitions for membership grades and apply to learning opportunities

2017/18

- **Strategic action 3:** Develop and implement quality assurance system for member services

We are focusing on four key topics within the period of the strategy (these key topics are likely to change over time):

- Internationalisation
- Regionalisation
- TEF (this would include student retention, graduate outcomes, social mobility)
- Degree Apprenticeships

Internationalisation - *to be a successful and effective UK organisation with international influence*

See Research and Knowledge Strategic Action 3; Learning Strategic Action 2; Advocacy Strategic Action 2.

- **Topic action 1:** share UK best practice internationally
- **Topic action 2:** identify and learn from best practice internationally and disseminate to members
- **Topic action 3:** support careers professionals in developing economies with continuing professional development

Regionalisation - *to be experts in regional graduate labour markets and skills requirements*

See Research and Knowledge Strategic Action 3; Community Strategic Actions 1 and 2; [2017/18](#)

- **Theme action 1:** Develop co-ordinated regional training for all regions, working with existing regional training groups to focus on areas of particular interest in their region

Teaching Excellence Framework

See Research and Knowledge Strategic Actions 1, 2 and 3; Learning Strategic Action 1; Advocacy Strategic Action 2

- **Topic action 1:** provide appropriate and timely learning to support members with their responsibilities under the TEF
- **Topic action 2:** ensure that members from all mission groups can contribute to the TEF debate, and represent members' views to policy makers

Degree Apprenticeships

See Research and Knowledge Strategic Actions 1, 2 and 3; Learning Strategic Action 1; Advocacy Strategic Action 2, and 4

Governance and operational restructuring

To deliver this strategic plan, we have restructured our staff and will restructure our governance to provide focus to key areas of growth such as Knowledge and Advocacy. We would also need to focus, at least for the next three years, on Quality.

Each of the five areas of activity is led by a Director, elected by the membership, and supported by a member of the Senior Management Team.

Within each area, the Director is supported by a committee to ensure delivery of the three-year plan activities. With their senior manager, they will produce a three-year strategic plan and a one-year operational plan for their area with the aim of meeting their individual area strategic vision.

The senior manager will take responsibility for the delivery of the strategic and operational plans, supported by the staff team.

All national, regional and devolved nations groups and committees have a line of accountability, via a Director, to the Board. They each have terms of reference and will produce an operational plan in line with the strategic plan.

AGCAS Board of Directors

7th December 2016