

Morgen Organization Strategy 2015

Board of Morgen, 2014-2015



Inhoud

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Introduction

Dear reader,

Before you lies the organization strategy of Morgen for 2015. We are very happy to share our vision and ideas for the coming year with you and hope our enthusiasm is reflected in this document. Let's start with a small quote from the Morgen vision, something we try to incorporate into everything we do within our organization.

“Morgen is both a national student network and a partner for higher education institutions, which aims to integrate sustainability into higher education and to increase awareness regarding sustainability among students.”

Over the past few years, the field of sustainable development has changed. The concept of sustainability has become more and more mainstream and (student led) organizations related to sustainable development have grown both in size and numbers. At the same time, some organizations have not survived within a more harsh financial climate. How do we position ourselves in a growing and quickly changing field is something we ask ourselves often. One answer is working together, something we have started doing more and more in the recent years, and want to expand in the years ahead. In this organization strategy we try to give you an overview of the plans we want to execute together in the coming year.

In line with the organizational strategy of 2014, this document is divided into six themes, these are:

- Higher Education
- Student Network
- Finance
- Professional
- Continuity
- Communication

First, we will take you through a few general overarching goals. Then, per theme we will shortly discuss the current situation, followed by our goals for the coming year. We hope our plans will get you on board for another year of making a positive change together.

Kind regards,

The Board of Morgen 2014-2015
Mart, Stef, Anna, Linda, Rebecca & Simone

1. General goals

During the stormy autumn months of 2014, the board took some time away together to think about our vision for the coming year. This resulted in formulating several general goals. These general goals will be the guiding line for the six themes.

1.1 Adapting Morgen

The first general goal concerns something that was already addressed in the introduction. As mentioned, the field of sustainable development has changed over the past few years. As an innovative and young organization in the center of this field, we need to adapt to these changes.

In the first months of 2015, we will be conducting an assessment about which changes have occurred and how they are relevant to Morgen. Furthermore, our plans will focus on keeping our useful position within this field. More on this goal can be found in chapter 5, Professional Network.

1.2 Supporting the student network

Something that relates to keeping a useful position in the field of sustainable development is supporting the student network. Namely in having useful and relevant relations and collaborations.

At the core of the student network are Morgen's member organizations. Steadily growing in number throughout the country. The installment of a board member student network in 2014 has been a great step, and in 2015 we want to expand this step further.

Morgen also aims to support individual students in their sustainability efforts. This also means reaching out to the group of students that are currently not yet (fully) aware of the possibilities that sustainability can provide to them. We want to inform and support these students. The supporting the student network goal can mainly be found throughout chapter 3, Student Network, and chapter 7, Communication.

1.3 Supporting the Green Office movement

Throughout Europe the Green Office movement is rapidly expanding, with the Netherlands as a possible front runner. A green office is workplace within a university (of applied sciences) where employees and students work together on sustainability issues. We feel Morgen can play a role in supporting this movement to further it's potential. More on this goal can be found in the chapter 3, Student Network.

1.4 Support higher education institutions

Supporting higher education institutions in their sustainability goals and ambitions is a yearly recurring theme, as it is part of the core business of Morgen. The SustainaBul ranking is an important tool in achieving this goal, more on this in chapter 2, Higher Education.

2. Higher Education

2.1 Current Situation

The Dutch higher education sector functions as the most important playing field of Morgen. This because higher education institutes are at the center of society. These institutions are responsible for establishing knowledge, doing research and educating more than half of our society. On the other hand, like any member of society, they are consumers. Because of this twofoldness of their function they can play an immensely important role in the establishment of a more sustainable society both as a societal role models as well as institutions of knowledge: a focus on sustainability within education ensures that students take this acquired knowledge into their career; research on sustainability can help solve contemporary and future environmental problems; in their operational management higher education institutes function as examples to both students and each other.

Morgen, believes that a more intense integration of sustainability in the threefold of education, research and operational management, of higher education institutions is a necessity for a more sustainable society. To promote this intense integration we monitor the sustainability performance of higher education institutions as well as challenge these institutes to be as sustainable as possible and support them where needed. The first two are done through the SustainaBul, the national ranking of higher education institutions in the area of sustainability. The questionnaire of this ranking is based on a variety of topics, spreading the whole range of sustainability: people, planet and profit as education, research and operational management. Morgen, furthermore, provides platforms to exchange best practices, as it believes that these are essential and needed by higher education institutes in order to establish a sustainable higher education system as a whole. Over the last year more and more universities have acknowledged that they are interested in sustainability but lack the know-how, Morgen wishes to support them on this level. As a student network of sustainable student organizations we believe that it is the students right to seek a more sustainable education of the institutes, that are essentially ours, and our duty to support them where we have the know-how.

2.2 Goals

2.2.1 Have all universities and large universities of applied science participate in the SustainaBul.

As the national ranking of sustainability within higher education, it is important to have the support of all higher education institutes.

Deliverables

- *Have as many universities and large universities of applied science participate in the SustainaBul.*
- *Have the universities and large universities of applied science that are interested in taking part in the SustainaBul but feel that they lack the know-how stand as candidate participants so that their participation can be guaranteed in the future.*
- *Have all universities and all large universities of applied science support the SustainaBul.*

The chair and board member higher education are responsible for going into dialogue with all universities and large universities of applied science in order to ensure their participation and support of the SustainaBul.

2.2.2 Provide full coverage of sustainability in the SustainaBul Questionnaire

Deliverables

- *Extend the SustainaBul questionnaire to include a bigger focus on the people and profit aspects of Sustainability.*
- *Have the Questionnaire evaluated by various partners with expertise on sustainability and Higher Education Institutes.*

The chair will be responsible for establishing the SustainaBul Questionnaire 2015. The board member higher education will be responsible for the evaluation process and ensure that the Questionnaire is done in timely order.

2.2.3 Create a Sustainability Cycle

Deliverables

- *Create a Sustainability Cycle, which starts with the SustainaBul, is followed by one or two events to exchange best practices among higher education institutes and ends with the SustainaBul.*

The two events that follow the SustainaBul are to be done in cooperation with a higher education institute and the board member higher education but can be initiated and organized by any board member.

2.2.4 Have National Support for the SustainaBul

Deliverables

- *Have Sustainability integrated in the National Student Enquête (nationale keuzegids)*
- *Make the SustainaBul the standardised ranking of all higher education institutes, accepted and supported by the VSNU and VH.*
- *Collaborate with partner organisations such as SURF and member organisations in the organization of the SustainaBul.*

The chair and board member higher education are responsible

2.2.5 encourage the Green Office Movement towards higher education institutes

Deliverables

- *Promote the establishment of Green Offices at every higher education institutes.*
- *This is to be done by all board members but especially the chair and board member higher education, as they are the ones that are mostly in contact with these institutes.*

3. Student Network

3.1 Current situation

Being a national student network means that each year, efforts are made to expand and to strengthen the network, as can be seen in all the previous organizational strategies of Morgen. This is also the case for 2014, in which many steps have been taken in order to consolidate the student network and to increase the contact with Morgen as well as between the member organizations. A board member student network was appointed, personal interviews have been held with the members and there have been efforts to set up activities. After the board transfer, the new board tried to build forward on these efforts; another round of personal interviews has been held and the idea of regional cluster meetings was born. New members have joined the student network in 2014, which brings us to a total of 18 member organizations, with a projected further growth in 2015.

3.2 Goals

Because there is still a long way to go, the general goal for the student network in 2015 is again to strengthen and expand the role of Morgen as a valuable network that facilitates the cooperation and the exchange of knowledge, as stated in the general goals. Furthermore, some specific goals have been defined.

3.2.1 Increase the contact and knowledge exchange between Morgen and its members

To increase the contact between Morgen and the members, we want to continue with the personal interviews. Furthermore, Morgen should have regular contact with its members. Another way to show commitment and interest in the members is by visiting as many events as possible. Finally, Morgen wants to involve members more in their projects by organizing input meetings or brainstorm sessions.

Furthermore, we want to exchange more knowledge and information with our members, and find the right medium for sharing such information. This also includes information about Morgen and its benefits, because this often gets lost during the yearly board transfers our members often go through.

Deliverables:

- *One personal interview a year with all member organizations each autumn. This will be mainly done by the board member student network, with the support of the other board members when necessary or more practical.*
- *One visit (at least) a year to each member organization, preferably in combination with an event. This is mainly the task of the student network board member, but preferably done by more members of the board.*
- *One information/contact moment (at least) each month with member organizations by e-mail, telephone, facebook. This can be fulfilled by the whole board.*

- *Share the speakers list, member overview, annual agenda. A factsheet will be made to preserve information about Morgen. These documents will be shared in spring 2015. The secretary and student network board member will fulfill this task.*

3.2.2. Facilitate contact between members to enhance cooperation

To facilitate more contact between members, we want to further develop the idea of regional cluster-meetings, in which ideas, knowledge and experiences can be exchanged. Another moment that members meet is the General Assembly, on which we therefore want to facilitate more interaction by implementing some interactive part.

Deliverables:

- *Facilitate a cluster-meeting twice a year (autumn and spring). This is the responsibility of the board member student network.*
- *Organize at least a total of 8 interactive contact moments for members each year (General assembly, clustermeetings, workshops, events, input meetings). This is done by the whole board.*

3.2.3. Expand the student network of Morgen

In 2015 Morgen wants to expand its network towards at least 25 member organizations. This goal can be reached by expanding the network through our current members. However, it is also important for Morgen to look for members in 'new' areas that the Morgen network did not reach yet.

Deliverables:

- *Expand the network towards a total of 25 member organizations at the end of 2015. This is the responsibility of the board member student network, in cooperation with the treasurer who focuses mainly on the Green Offices (See 4.3).*
- *Welcome at least one member from a 'new' area or focus, for example a more social science oriented organization or an organization in a region of the Netherlands that is underrepresented in our network. This falls mainly under the responsibility of the student network board member, but should be executed by the entire board.*

3.2.4. Reach 'new' students and make them enthusiastic and aware of sustainability

Morgen also wants to reach out to students outside of the network of members, and make these students enthusiastic and aware of sustainability. A project that has the ability to attract new students is the 'Sustainable Career Event', which we organize in cooperation with Sustainable Motion. To also reach students who are not yet so familiar with sustainability, we organize the Duurzame Introductie Stunt (DIS). This project aims to make news students more aware of sustainability in a fun and accessible way. In 2015, Morgen wants to make DIS even larger and more known than in 2014.

Deliverables:

- *Organize the Sustainable Career Event in February 2015, we are aiming at 400 visitors, and 600 students reached. This event is organized by the public relations board member, secretary and student network board member, in collaboration with Sustainable Motion.*
- *Have at least 20 participants and reach at least 50.000 students directly with DIS 2015. This will be done by the board member student network & PR.*

3.3 Green Offices and the role of Morgen

The field of sustainability in higher education is changing rapidly. The number of Green Offices in the Netherlands is growing fast, with 3 new Green Offices in 2014. Soon, there will be a need for a national Green Office which functions as a network for all these instances at different universities. This is in addition to the students organizations that already exist. Morgen has to adapt to this changing field by looking at the needs for all the members, which implies that there is a large role for Morgen in a national Green Office network.

At the moment, all Green Offices are active members of Morgen. As these organizations have a stable continuity and high potential within their educational institutions, they are also an important partner for Morgen. The Green Office Utrecht allows Morgen residence, we organized the Sustainable roadshow 2014 with Green Office Wageningen and Green Office Maastricht are very involved in Morgen's activities.

Because of the earlier mentioned changes, Morgen will have to focus on the growing amount of Green Offices. The long term goal will be that Morgen functions as a national Green Office, as part of the student network.

Morgen is in a healthy financial position, we want Morgen to keep this position, today and in the future (2016 onwards).

Deliverables:

- *All new Green Offices will become a member of Morgen. This will be the responsibility of the board member student network and the treasurer.*
- *Morgen will help starting Green Offices and help with the national lobby for Green Offices. This will be executed by the treasurer.*
- *Morgen and rootAbility are going to work together on the area of Green Offices by having more contact and organizing events together. Morgen will also actively help organizing the European Green Office summit in October 2015 in Rotterdam. This will be executed by the treasurer.*
- *Morgen will do a check what roles and functions a national network should provide for the Green Offices (as part of the SWOT, see chapter 6, Continuity). This will be done using the information of the Berlin Green Office summit, by interviewing the existing Green Offices and teaming up with rootAbility. This will be executed by the treasurer.*
- *Morgen will organize an annual meeting for the Green Offices, in order to discuss the role of Morgen, collect information for the website and look for joint projects in which Morgen can take a leading role. This will be executed by the treasurer and board member student network.*

- *The website of Morgen will contain information for existing and starting Green offices. This will be the responsibility of the board member public relations and will be done from February on.*
- *Vacancies from the Green Offices will be placed on Morgen's online magazine Duurzamestudent.nl. This will be the responsibility of the board member public relations.*
- *Morgen will assess the possibilities for a seventh board member, who shall be responsible for the Green Office coordination. This assessment will be executed by the secretary and treasurer before July 2015.*

4. Finances

4.1 Current Situation

At the moment, Morgen is financially secured as there is a deal with the *Rijksdienst voor ondernemend Nederland* (RVO), for 10.000 euros per year. We have an income from DUO 20.300 euros, which will continue for at least one more year. Another source of income is approximately €200,- from the contributions of the member organizations.

The budget for the year of 2015 will be divided in accordance with the themes of this organizational strategy. More money will be spent on attaining the goals as stated in chapter 2, Student Network. Furthermore, more money will be spent for promotional ends.

4.2 Goals

3.2.1 To ensure the present financial certainty

Morgen is in a healthy financial position, we want Morgen to keep this position, today and in the future (2016 onwards). This means maintaining our partnership with RVO and secure our monetary support from DUO. Furthermore we wish to establish income from independent financial resources on a more frequent basis.

Deliverables

- *Keep in touch with RVO to ensure present financial certainty. Also, keep a watch on the changing legislation regarding DUO financial support. The treasurer and the chair will keep contact with RVO, the treasurer will have final responsibility (Also, see chapter 5, Professional Network).*
- *Find companies or organizations for funding. At least the DIS should be externally funded in 2015 and 2016. As possible fund would be the NJMO fund, an initiative of the National Youth Council (NJR). A second option for external project funding is HIVOS, a non-profit organization that also funded the DIS in previous years. If we find structural funding for existing projects, there is room to start new projects, which then can be funded by the RVO budget. The treasurer is responsible to apply for funds.*
- *Improve the donation system 'Vrienden van Morgen' and contact people to make a donation, so this will be a structural and reliable income for Morgen. At least €250,- should be collected in 2015. Improvements can be made by more exposure and a separate page for 'Friends of Morgen', see chapter 7, Communication. The possibility for a donation campaign will be assessed by the treasurer and board member public relations. If possible, this campaign will be launched in 2015.*
- *Start looking for financial possibilities after 2016, when the collaboration with RVO possibly ends. We can either look for large funding organizations or governmental funds. We can also try to extend our contract with RVO until after 2016. At least three options for financial certainty after 2016 should be delivered at the end of 2015. The treasurer and the chair are responsible for the future finances.*

3.2.2 Look at possibilities for financing member organizations.

Some of our member organizations don't have large annual funds. We want to help them by offering a fund for organizing projects or events. They can all apply for these funds.

Deliverables

- *For this project, the good old Morgen subsidies, used until 2011, is started again. Members can apply to this money by sending in a project plan. The treasurer is responsible for project together with the head of the student network. This fund will be set up during February for the amount of 500 euros.*

5. Professional Network

5.1 Current Situation

Outside the network of student organizations, Morgen has a large network within the field of sustainable development. As the power of sustainability lies in an integral approach, cooperation with actors outside the academic world is required. Morgen can be the connecting actor between the higher education sector and other sustainability actors.

Morgen keeps in close contact with other student- and youth organizations by being a member of the National Youth Council (NJR). Furthermore, Morgen keeps in contact with the national government by cooperation with the Rijksdienst voor Ondernemend Nederland (Netherlands Enterprises Agency, former AgentschapNL). Next to this, Morgen works together with SURF, Urgenda, SustainableMotion, GroeneGeneratie (GreenGeneration) and VVM. Also, Morgen is in touch with the VH and VSNU (umbrella organizations of higher education institutes).

Regarding financial support, Morgen is dependent on the RVO. The structure of the subsidy program DuurzaamDoor, which is the primary source of project funding for Morgen, changed in 2014. There is a stronger focus on long-term cooperation, and a shift away from supporting singular projects. An overview of our current professional partnerships can be found in appendix 1.

5.2 Goals

5.2.1 Form a bridge between the higher education sector and other actors regarding sustainability

One of the main goals of Morgen is to form a bridge between the higher education sector and other relevant actors regarding sustainability. The higher education sector is not isolated, it is part of society. When we want a movement from this sector we have to use the movements and developments of relevant parts of this society. Not only Morgen needs to know what the actors are doing. Equally important is that the relevant actors need to be aware of Morgen and their activities. Especially in a student organization with yearly changing boards it is important to do active networking towards the stakeholders.

Deliverables:

- *The chair of Morgen stays in close contact with the relevant professional partners, by planning face-to-face meetings shortly after the Morgen board change; make agreements with the professional partners on how to keep each other updated - formal meetings or informal updates; regularly visit events of stakeholders.*

5.2.2 Use external network in order to increase effectiveness of actions and projects;

Morgen exists because we want to act to get closer to our ideals. Many people share the same ideals as Morgen. A large part of our external network shares the same goal, the movement towards a more sustainable society. For this reason many people are willing to help to add value to the actions of Morgen. Morgen should always actively harvest these added values.

Deliverables:

- *Meet with members of the Committee of Recommendation at least one per year and involve these members in Morgen activities. The chair will be responsible for contact with the Committee of Recommendation.*
- *Intensify cooperation with SURF in order to create one big day of Sustainability in the Higher education sector.*

5.2.3 Expand the green niche network to important sustainability stakeholders.

Sustainability should move from niche to mainstream, it needs broad support for the biggest impact. Morgen needs to actively expand the network towards important sustainability stakeholders that are relatively new in the field. These new important stakeholders need continually be identified.

Deliverables:

- *Make a power-relation stakeholder analyses to identify new and important stakeholders. This will be executed by the chair before May 2015.*
- *Involve a broad spectrum of sustainability stakeholders in Morgen's activities, not only environmental but also more economical and societal stakeholders. This can be in the form of project collaboration or keynotes from different fields.*

5.2.4 Retain knowledge of Morgen over multiple boards by long term collaborations with professional partners and/or previous board members

The Morgen board gathers a lot of knowledge during the year. The knowledge peaks at the end of the year and is the lowest at the start. A good knowledge transfer is very important to the organization. Multiple year collaborations, the advisory council and regularly contact with previous board members will help to pass on as much knowledge to the next board as possible. (Also see Chapter 5.2.1 and 5.2.3)

Deliverables:

- *Meet with the Advisory Committee at least four times per year. These meetings will be organized by the secretary.*
- *Continue the collaboration with RVO and SustainableMotion.*
- *Collaborate or co-organize events over multiple years with involvement of the same partners. e.g. The Sustainable with Surf, DIS with Hivos*
- *Organize a couple of events for previous board members. E.g. old & new board diner.*

6. Continuity

6.1 Current Situation

The continuity, or internal organization, is currently well in order. The usage of the OneDrive system has greatly structured the way in which Morgen documents its activities and also makes all these documents easy to access. Practically all documents have been digitalized by the previous board(s), also making the archives easier to access.

Up until now the search for a new board has always been successful, but also time consuming and often challenging. As a result of the new national rules regarding the student loans, we think that in the coming years the search for a new board will become more difficult. We have to be aware of this when making plans for the future.

6.2 Goals

6.2.1 Strengthen the board transfer

In previous years goals on this subject were usually about setting up the research committee and interview period earlier, this has proven to be effective and will therefore still be used. However, the transfer period between the old and new board is often found too short.

To improve the transfer period, we will extend the transfer period to the whole month of June. During the whole month the old and new board members will perform board tasks together as a preparation for the start of the new board year in July.

Deliverables:

- *Implement a one month transfer period in June. The secretary will coordinate the period and the current board members will be responsible for the transfer of their own position. During this month each board member will have at least one meeting per week with their successor in which they perform tasks together. Furthermore, the new board will be invited to join at least one board meeting during June.*
- *As each year, organize a transfer weekend for the new board at the beginning of June. The secretary will coordinate this with the entire board together responsible for organizing the weekend.*

6.2.2 Assess Morgen's position in the field of sustainable development

As stated in the introduction, the field of sustainable development had changed in the previous years. As an umbrella organization for sustainable development in the higher education, we have to think about the position we take in right now and in which direction we wish to take Morgen the coming year(s).

Therefore we will assess and analyze the position of Morgen during this year. This will be done in the form of a SWOT analysis (Strength – Weakness – Opportunities – Threats).

Deliverables:

- *Perform a SWOT analysis. This will be executed between the first and second General Assembly of 2015, so that it can be presented during the second. The secretary and treasurer will fulfill this task. This deliverable will also contribute to goal 2.2.1, because it will give vital information to the new board in their preparation for their own board year.*

6.2.3 Create more synergy amongst the board members.

The strict division of the board positions over the past few years, and the tasks belonging to these positions has made the execution of tasks easier. However, it also entails the danger of creating so called islands. Meaning that board members are so focused on their own specific tasks that it can become easy to lose sight of what everyone is doing. Luckily this has not been a real issue as of yet, but we think it is better to prevent than to cure.

Our goal is therefore to increase synergy amongst board members. Synergy means that the creation of a whole is greater than the sum of its parts. This goal will be difficult to measure, because the experience of synergy is quite subjective.

Our goal is therefore to have shared responsibility of all large scale projects, such as the DIS, Sustainable Career Event and the SustainaBul (chapter 2 and 3).

Deliverables:

- *In 2015, all large scale projects will be co-coordinated by two board members. For each project, the board will assess and then decide whether co-ordination is necessary. The coordinator(s) will be responsible for involving other board members by updates through email after meetings and making a plan of action for each activity.*
- *Evaluate all events and projects with the entire board, both during meetings and on paper. Evaluations may differ from each other, but must at least contain a section with recommendations. This will also contribute to goal 2.2.1, because high quality evaluation contributes to the knowledge and therefore preparation of the new board.*
- *Throughout the year, there will be several feedback moments to reflect on each board member's functioning. There will be a feedback moment during February by the advisory board. The chair will have one evaluation moment with each board member throughout the year and the secretary will organize two general feedback moments for the whole board together.*

7. Communication

7.1 Current situation

As stated in the introduction, the world around us is changing rapidly: sustainability is getting more mainstream. Also, the field of communication develops rapidly. These changes in Morgen's organizational environment result in several changes in the communication of Morgen and Duurzamestudent.nl (DS).

Nowadays, it is impossible to imagine life without online communication. The new challenge lies in the continuous development of this online world. New media, like Instagram, win ground, social media become more and more professional and therefore, the expectations of the public are changing constantly: people want to be heard and want to give input. Furthermore, the composition of the public changes. The group of green minded people, who are already familiar with and care about sustainability is getting bigger and more diverse. The group of people who are no yet green minded, is getting smaller, since sustainability is becoming a more and more 'hot' topic. This change presents another challenge: since the number of sustainable initiatives is growing rapidly. Morgen is forced to keep distinguishing itself by focusing on its vision, mission and identity.

7.2 Goals

The changing organizational environment requires Morgen to be adaptive and to reflect continuously about the message it wants to send. That's why the following targets are guidelines, and are not to be taken as 'fixed.'

7.2.1 Develop a two-way, interactive communication strategy.

Currently, several communication channels (especially the website) are not used in an interactive way, while the public wants to be heard more and more. Therefore, the communication channels should be optimized in such a way that Morgen can interact more with her public.

Deliverables:

- *Organize a communication meeting with the board in February to discuss the current use and look of the website and make a plan to improve it constantly (more news messages, more provision of up-to-date and relevant information, more interactive features). This meeting will be organized by the board member public relations.*
- *Develop a social media strategy in February that is more interactive and translate it into a feasible plan to which all the board members can contribute.*
- *Finally, a communication strategy will be made to promote the donation system 'Friends of Morgen'. Also see paragraph 3.2.1*

7.2.2 Strengthen the network function by collaborating more with member organizations.

One of the most important functions of Morgen is her network function. As stated in chapter

one, efforts are made to expand and to strengthen the network. For communication, this means we have to use our communication channels to keep in touch with our network, but also to connect them and to provide them some visibility and exposure.

Deliverables

- *Currently the information about the member organizations is outdated. When the website is updated in February/March, a new tool will be implemented to give the members a more visible role on the website.*
- *Make them more aware of the fact that we would like to put their updates in our newsletter and in our social media messages by including this information in the general documents for the member organizations (see chapter 3, Student Network). The board member student network and PR will fulfill this task.*

7.2.3 Look critically at the current communication channels and investigate new opportunities.

Since the world of communication is changing rapidly due to technological developments, Morgen has to make sure she keeps her communication channels up to date, certainly because her network consists for a great part of young people who adapt quickly to new ways to changes.

Deliverables

- *The number of readers of the newsletter is decreasing. For the time being, it is worth to maintain the newsletter, but when the number of readers decreases to a 100, Morgen will have to look for alternatives.*
- *Look (for example) at Instagram and Pinterest in April/May and keep monitoring the developments to keep Morgen up to date. This is done by the board member PR.*

7.2.4 Expand the (online) network of Morgen

Deliverables

- *Increase the number of likes on Facebook (Now: 750. January 2016: 1000).*
- *Increase the number of followers on Twitter (Now: 1151. January 2016: 1750).*
- *Every board member uses his or her personal network to share news, gain likes and followers and to spread the word of Morgen.*

7.2.5 Take the identity, content and network of Duurzamestudent.nl to a higher level

DS is a powerful tool to raise the awareness of students about sustainability, because it attracts green minded as well as not yet green minded students and therefore creates a cross-pollination. For this reason, DS should be taken to a higher level. The website needs a strong identity in order to be able to exist without the interference of Morgen. In December 2014, the website was renewed due to practical and visual reasons. Now that DS has a well-functioning and attractive website, that attracts a broader public, more attention can be paid to the identity, content and promotion of the website.

Deliverables

- *Update the vision/target document of DS together with the editor in chief and the general editor (March/April).*
- *Increase the online network of DS. Now, Facebook has 1011 likes. Target for January 2016: 1250. As to Twitter, DS has 3458 followers. Target for January 2016: 4000.*
- *In January 2015, the collaboration with Adfab is ended due to their lack of communication. In February, a different advertising company will be approached.*
- *Invest more time and effort in making the editors of DS more committed, by organizing more meetings and bonding events.*

Appendix 1

2.3.1 Rijksdienst voor Ondernemend Nederland

It has been Morgen's strategy for years to cooperate more intensely with the Rijksdienst voor Ondernemend Nederland (Netherlands Enterprises Agency, former AgentschapNL). In the start of 2014, investigations will be made if a cooperation agreement can be reached between Morgen and RVO. Morgen could then receive yearly financial support in return for achieving certain targets regarding sustainability.

2.3.2 SURF

SURF provides ICT services for all higher education institutions. Their focus shifted from greening in ICT to greening with ICT, as ICT is ideally fit for increasing sustainability within education institutions. Morgen and SURF intend to combine the SURF Congress on Green ICT & Sustainability with the SustainaBul award ceremony in 2015. Already for 2014, there is intense cooperation on the SustainaBul award ceremony. A partnership agreement with SURF could ensure more continuity for Morgen's future, but is not yet required due to excellent cooperation.

2.3.3 NJR

Morgen is a member organization of the national youth council (NJR), a body representing Dutch national youth. The NJR provides two Youth Representatives on Sustainable Development to the United Nations. Morgen works together with the NJR on project basis. Regular contact is essential, as the NJR also has a large and valuable network.

2.3.4 GroeneGeneratie

Morgen works together with GroeneGeneratie on reaching a political, party-transcending agreement on integrating sustainability in all education, from kids to post-doc. This process started in 2012. In cooperation with the Youth Representatives on Sustainable Development and GroeneGeneratie, Morgen aims to close this agreement in the spring of 2014.

2.3.5 Urgenda

Urgenda promotes a fast transition to a more sustainable economy, and is an organisation that is mainly action- and media-oriented, putting less effort in continuous projects. Continuous contact can have both an added value for Urgenda – Morgen can promote and potentially participate in their projects – as well as for Morgen, using the Urgenda network.

2.3.6 SustainableMotion

SustainableMotion is the platform organisation between graduate students and the labour market. SustainableMotion offers (internship) vacancies, information on sustainability education, and organizes the Sustainability Career Event and the SustainabilityChallenge. All these projects have students as their main target group. Therefore, structural cooperation between Morgen and SustainableMotion can lead to a win-win situation.

2.3.7 FossilFreeNL

The FossilFree campaign is the new name for the Divestment Campaign, which was initiated in the USA by 350.org. FossilFree was previously adopted by Urgenda, but is now an independent organisation within the Netherlands. One of the focus areas of FossilFreeNL is higher education institutions. There is already a large network within the higher education sector, and several institutions have already declared to become fossil free. For 2014, Morgen aims to facilitate knowledge on FossilFree to member organisations, who want to get this campaign started locally.

2.3.8 VVM

The VVM is the national association for environmental professionals. Morgen cooperates with the VVM through placing articles from the magazine Milieu on DuurzameStudent.nl. This aids VVM in their publicity and aids Morgen in in-depth content for DuurzameStudent.nl.