

# ORGANISATIONAL STRATEGY

## 2017



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## 1. INTRODUCTON

The Studenten voor Morgen board of 2016-2017 hereby presents the organisational strategy for 2016. Inspired by the changing world of today; In the beginning of this year the Paris agreement has been signed. As the first agreement between states concerning climate change this agreement might finally lead to action. Yet at the same time historical moments are happening; The United Kingdom exits the EU and Donald Trump, a billionaire who does not believe in climate change, enters the White House in Washington. Therefore this should be the moment when the new generations take action, stand up for their rights, unite, and stand together thinking about their rights and the rights of the generations yet to come.

Our predecessors have done a great job establishing a stable and reliable professional network and organising big events in the field of sustainable higher education. We want to continue the good work previous boards' have done and use this experience to focus on solidifying the current situation and practices. This year we are broadening our horizon. Therefore we want to explore the options for international collaboration on reporting higher education with organisations similar to Morgen. Furthermore, we want to explore the field of vocational education. For this we will start a dialogue with partners already active in the field of vocational education and see whether there are possibilities for us to participate in or possibilities to apply the concept the concept or our SustainaBul ranking to the vocational education sector.

On September 25th of the year 2015, countries adopted a set of goals to end poverty, protect the planet, and ensure prosperity as part of the agenda on Sustainable Development. Each goal has specific targets to be achieved over the next 15 years. To reach the main goal of Sustainable Development, all stakeholders; the government, private sector, and the civil society have to contribute. These goals are linked to the goals of our organization such as revitalizing global partnerships for sustainable development. A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. Also the quality of education and creating sustainable (cities and) communities are goals similar to the goals we pursue as Morgen.

We have condensed our thinking in writing our vision, which you can find in section 1.1 and on the website (in Dutch). Our vision is the starting point for all other points in this document. We thought of the 'why', looked at the current situation and translated our findings in action points.

Much like the previous strategy documents, this organisational strategy is divided into six parts, namely higher education, student network, finances, external network, internal organisation and communication. Each has its own chapter and starts with an introduction describing the current situation and giving background information. Each chapter has subthemes with their own introduction explaining the overall goals of the subtheme. Next, the subthemes have specific goals, with deliverables of how to achieve the goals. While discussing our goals, we discovered we have several overarching goals, about the general direction we would like to see Morgen to be headed the coming year. These you can find in section 1.2. They form the baseline of the other goals described in this document. [Explore, broaden etc..](#)

Lastly, we think it is important to know the context and playing field Morgen is operating in to better understand the organisational goals. Morgen has several main focus points, the student network and national lobby (which includes the higher education sector). Moreover, we directly or indirectly work together with many partners and like-minded organisations. An overview of Morgen's structure can be found in section 1.3.

To bring this introduction of the introduction to an end, we hope that what you will read in this document will please you and make you excited about fulfilling your own goals in your own environment together with Morgen. We have certainly enjoyed thinking about the organisational strategy 2017 very much and will put all our effort and enthusiasm into bringing Morgen further and bringing our higher education sector and with it our society a step closer to being a sustainable one.

Yours,

Morgen board 2016-2017

Hanna, Lisanne, Luna, Nikki, Lisa and Laura

## 1.1 VISION

Studenten voor Morgen is the Dutch national student network for sustainable higher education. We don't want to compromise the ability of future generations to meet their needs. Therefore we find it important to contribute to the transition to a sustainable society. We believe that every person in the world deserves the same chance, now and in the future.

Learning that how we act influences the people and world around us, gives us insight in how to take action collectively and collaboratively. To realise a transition to a sustainable society, it is important that people learn to view the world in a different perspective. Sustainability is about what people do, people's actions. By discovering what sustainability means in every field of study, it is possible to educate a generation of sustainable actors within everyone's own discipline.

That is the reason for existence of Morgen, the national student network that is committed to making the higher education sector more sustainable. Every year, we organise the SustainaBul, the national ranking of educational institutions on sustainability in the areas of research, education and operations. Moreover, we support our member organisations, local student initiatives concerned with sustainability. During the Duurzame Introductie Stunt (Sustainable Introduction Stunt), a competition during the introduction period of educational institutions, we directly reach individual students. Together with these and many other projects, Morgen stimulates sustainability at the national, local and individual level.

## 1.2 OVERALL GOALS

The past years Morgen has grown steadily. In 2014 a new board position student network was installed. We now have 30 member organisations throughout the Netherlands. Last year all universities took part in the SustainaBul along with several universities of applied sciences. The signing of the Treaty on Sustainable Education in 2014 signalled the start of a political process towards greening higher education. The previous boards have done a good job of furthering Morgen's cause. We want to continue previous boards' good work and want to focus on solidifying the current situation and practices. The three key words for this organisational strategy are to strengthen, broaden and explore.

Firstly, we want to strengthen our current position. Rather than focusing on extending our student and professional network, we want to make ourselves more useful for our members and strengthen bonds with our members and partners. We want to make sure that current participants of the SustainaBul keep participating and we want to professionalise the ranking process. At the same time, we want to broaden our horizon. Definitions of sustainability often include an ecological, social and economic component. In our activities and the SustainaBul criteria we want to broaden our focus to more social aspects besides the ecological side. Lastly, we want to explore options and possibilities for future boards, assessing what directions Morgen could go to in the future, such as intensified cooperation with certain Dutch partners, international adventures and new social media options.

## 1.3 STRUCTURE OF MORGEN

The Morgen board consists of six members, namely the chair, secretary, treasurer, board member public relations, board member student network and board member higher education. Each board member has their own portfolio, but all activities are a collaborative effort. Next to this, Morgen has several volunteers, such as the writing and editing staff of the online magazine *DuurzameStudent.nl* and the project coordinator of the SustainaBul. All efforts are channelled in two main directions: the student network and national lobby.

Morgen has 30 member organisations at the moment, forming the core of Morgen's existence. The members give input and legitimacy to the work Morgen does. With these many student organisation backing us, Morgen lobbies nationally to green the higher education sector, both towards the Dutch government and directly towards higher educational institutions.

In its work, Morgen does not act alone. There are many organisations that play a role in the field of higher education, sustainability or both and Morgen is happy to have many partners. Morgen is a member of the NJR, the national network of Dutch youth organisations. The NJR also employs eight Dutch youth representatives to the UN, and we work together with the two on sustainable development. Morgen also finds partners in JMA, the Dutch young Friends of the Earth, and GroeneGeneratie. These were the main parties behind the Treaty on Sustainable Education<sup>2</sup>.

For certain projects, Morgen teams up with others to make the project a greater success. This is for instance the case with the Sustainability Career Event, executed together with SustainableMotion, and the SustainaBul, whereby the National Day of Sustainability in Higher Education is done together with SURF, an organisation providing ICGT services for all higher education institutions and committed to greening ICT.

Another important player for Morgen is the Rijksdienst voor Ondernemend Nederland. Their programme Duurzaam Door provided for the past years the main part of Morgen's funding. However, this has been stopped and funding will probably come from 'Cooperatie leren voor Morgen'. This is however not sure yet and therefore we do not know yet how much and for how long we will get this funding. Another part comes from DUO.

In trying to enhance the Green Office Movement, Morgen works closely together with rootAbility. The Green Office idea originated with them and they are the main go-to point for Green Office to get started, as they have great knowledge and materials on this. Together with rootAbility, Morgen employs the Green Office Coordinator, who has been installed for the first time in 2015. The Coordinator is there to form a connection between the Green Offices and help to exchange knowledge and enhance cooperation.

Other actors in the field of sustainability we sometimes work with, support or have contacts at are Het Groene Brein, Urgenda, Fossilvrij NL and VVM.

## 2. INTERN

### 2.1 FINANCES

In the past four years Morgen has been in a strong and stable financial position. However, the contract with the Rijksdienst voor Ondernemend Nederland, RVO, ended at the end of 2016. This means that the main goal for 2017 will be to get a new funder.

As can be seen in section ... , the strategic vision of 2017 is to inspire, stimulate and cooperate. Since the previous boards did such a great job, they left us with a good and well functioning organization. It is our wish to continue this trend and become an even greater organization after this year. But to inspire, stimulate and cooperate within and outside of Morgen, the financial health is of major importance.

#### **Goals**

To get a better idea of the deliverables, the goals have been divided into two sections; income and expenses. To improve the value of the organization, both goals are looked at from three different insights, namely strengthen, broaden and explore.

## 2.2 INCOME

The main income for Morgen is the RVO funding together with the administrative grant of Dienst Uitvoerend Onderwijs, DUO. As stated before, the funding of RVO stops at the end of 2016. Therefore the main objective of this year will be either to extend the contract of RVO or to find new funders. The process of finding a new funder needs to be executed with great care, because Morgen does not want to collaborate with organizations that may practice greenwashing.

On the other hand, the administrative grant from DUO will still be distributed. It is important to keep closely related to them since we have to apply for the grant each year. Another source of income is the contribution from our member organizations.

Since Morgen needs to be accessible for every organization it is of main interest that the contribution will not be too high for organizations who are not in a position of paying these high contributions. This is why it might be a good idea to scale the contribution according to the budget capacity of the member organizations.

The fourth source of income is the contribution of GDO. In 2016 GDO was found as the new sponsor of the Duurzame Introductie Stunt (DIS). Through their investment, the DIS was able to become a much bigger event and it reached a lot more people. In addition to this, there has been a good cooperation between all the parties that were involved in the DIS and that is why the DIS has grown considerably last year. Therefore Morgen needs to assure that in the following years GDO will also be the sponsor of the DIS.

Finally, there are two online donation programs connected to Morgen. Vrienden voor Morgen, which is a donation system for individuals who are interested in supporting Morgen, and 4Morgen, which is an online platform through which people can shop online and donate a small amount to a charity of their choice without paying more money for their purchase. In recent years the contribution to our income of the online donation programs was not that high, that's why it needs to be sorted out how the donation programs can become more valuable.

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### 2.2.1 STRENGTHEN

In order to improve the value of Morgen the work of the past boards needs to be continued and strengthened.

- Keep in close contact with RVO by participating in all their meetings and by communicating frequently through email. Thereby making sure that Morgen is part of the new program from the start.
- Keep in contact with DUO and apply for the administrative grant in time. Always be aware of changes in the rules and legislation regarding the financial support of DUO.

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### 2.2.2 BROADEN

With the RVO contract coming to an end, Morgen needs to broaden her sight and search for other options of income and funders.

- Adjust contribution of member organizations according to their budget capacity.
- Actively approach companies to become sponsors and create a standard application letter for acquisition. Be sure that the companies approached are neutral.
- Extend the contract with GDO to a long term funding of the DIS. Start schedule a meeting/evaluation in January and discuss if a long-term contract can be composed.
- Acquire more donations from Vrienden van Morgen and 4Morgen through promoting these online programs to specific people.

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### 2.2.3 EXPLORE

It is always helpful to keep your eyes open and to explore new options because there might still be (new) funding constructions that we are not yet aware of.

- Explore whether there are valuable connections in our alumni network. Discover if alumni have experience in acquisition or if they have ideas to find new sponsors.
- Find out if there are European grants that we can apply for and find out which conditions need to be fulfilled.
- Explore what can be the contribution of Google Addsense on the duurzamestudent.nl
- Find out what could be the contribution of already existing alliances/collaborations with partners.

## 3.3 EXPENSES

The main expenses of Morgen are duurzamestudent.nl and the expenses on events we organize ourselves. Another expense is the Morgen Subsidies through which we want to stimulate and inspire our member organizations to organize projects of their own. The member organizations can apply for the Morgen Subsidies at the beginning of February by sending in a project plan. The Subsidies will have a total value of 500 euros. In addition to these expenditure items, the remaining expenses are internal expenditures, such as overhead and PR. Since the uncertainty of part of the income of 2017, it is very important that all the money is spent well.

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### 3.3.1 STRENGTHEN

To keep up with the good work that has been done so far it is important to spend the money of Morgen on the right aims.

- Distribute Morgen Subsidies to member organizations.
- In view of uncertain income we should be careful with doing expenditures that are not really necessary. Therefore it expenses need to be well considered.

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### 3.3.2 BROADEN

To broaden the sight of the expenses it is necessary to get the opinion of different board members.

- Always consult other board members of the expenses to evaluate on which expenses can be cut.

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### 3.3.3 EXPLORE

Explore if the expenses are done in the right segment and if it can be spent more profitable.

- Find out if investing more money in board trainings is possible and if it is more profitable. See if training have a positive effect on brainstorming or on efficiently working together.
- Explore the options of digitalizing the declarations. Find out which online storages can be used and how many backups need to be used.

## 2.2 INTERNAL ORGANISATION

The most important elements of our internal organisation are the internal communication, board meetings, OneDrive as a digital archive, the Advisory Council, our great volunteers and the transfer between boards. At the moment, Morgen's internal organisation is functioning well and we feel that the current number of six board members and their task division is appropriate. OneDrive both functions as a great structure for the working of the current board and as an archive with information about previous years to serve as inspiration and advice. Moreover, the advisory council is always available for advice on any matter. Cooperation between board members has also increased, which we see as a positive development. Furthermore, the transfer period was well organized. Since the current situation is fine, we mostly want to continue on the path of the previous boards and tweak some things.

### 5.1 BOARD TRANSFER

#### **Current situation**

Because the board is changing each year, continuity is difficult to achieve. However the board transfer was executed rather well last year, so we will largely keep the existing set-up and structure.

#### **Goals**

In previous years June was being used as the transfer period and this worked fine. However it might be more efficient if this period takes longer than one month in the end of the board year so that the new board members have more time to see what the activities include.

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### 5.1.1 STRENGTHEN

This transfer period could be strengthened by organising the following activities in time and making sure the next board will have enough knowledge before they start-of.

- Organise a transfer weekend. This is the main transfer moment for the old board to transfer knowledge to the new board.
- Have another full-board transfer moment before or after the transfer weekend.
- Include team bonding activities for the new board in the transfer period.
- Have at least one transfer meeting one-on-one per board position.
- Also after the transfer period keep in close contact with previous board members
- Organizing all current activities in a clear way at the OneDrive which makes it easy for the next board to follow-up.
- Preparing a to do list in May, therefore the next board has opportunity to understand the activities and the function tasks.
- In the interview it will be already mentioned when the transfer weekend will be happening, so that the candidates will have more time to prepare and can make sure they will be available this weekend.

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### 5.1.2 BROADEN

This goal of making sure that new board members will have more time to orient themselves on the tasks they are supposed to perform in the following academic year, we will:

- expand the transfer period to May. By making the transfer period longer two months, the knowledge transfer can be more spread out, while adding time for team building.
- Both months will be full with activities to spread the knowledge throughout this period

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### 5.1.3 EXPLORE

In June there we want to explore the idea of having an **orienting week/ shadow week** where the new board members will have the opportunity to shadow the current board members and their activities.

## 5.2 BOARD FUNCTIONING

### Current situation

The shared responsibilities between board members to prevent so called 'islands' has been used by the previous board and we will continue this because we feel this has worked out well, so we want to

continue current practices. The meeting up with the Advisory Council we notice as useful and important.

## Goals

The current practices work perfectly well, so we would like to expand these practices. The involvement of coordinators will happen every four weeks and we will explore the option of inviting the Green Office Coordinator and DuurzameStudent editor in these board meetings once every four weeks.

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### 5.2.1 STRENGTHEN

- Co-ordinate all large-scale projects with two board members. These board members will keep the rest of the board up-to-date through e-mail and during board meetings and will divide tasks when necessary.
- Evaluate all events and projects with the entire board during meetings and in writing. These evaluations will also strengthen continuity, as new boards can use the archive for their preparation.
- Have five feedback moments throughout the year. The chair will have two evaluation moments with each board member and the secretary will organise two general feedback moments for the full board together. Moreover, half-way the board year there will be a feedback moment with the advisory board.
- Have a meeting with the full Morgen board and Advisory Council every two months.
- Making at least 2 times a year use of the training which are being offered by the LSVB

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### 5.2.2 BROADEN

- Involve the Green Office Coordinator and DuurzameStudent editor in chief and final editor in board meetings once every four weeks to improve coordination and information flow.
- Broaden the current buddy system whereby one member of the Morgen board is paired up with one member of the Advisory Council. The buddy pairs can meet up as desired between official Advisory Council meetings to discuss personal issues and development and for advice.

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### 5.2.3 EXPLORE

- Explore the possibility to involve the project coordinators for the SustainaBul and the DIS in board meetings once every four weeks.

## 5.3 VOLUNTEERS

### Current situation

Morgen works with various volunteers and for projects like the SustainaBul and DuurzameStudent they are essential to the success of the project.

Integrating volunteers more in projects can help to increase the effectiveness and impact of the board's work. Moreover, the experience can offer volunteers a nice opportunity to be more involved with sustainability in a practical way.

### Goals

We would like to increase our efforts to involve volunteers in our projects and the board's functioning. The first steps are achieved by organizing the volunteers in a database. However volunteers have always been an important part of the Morgen organization and therefore we want to cooperate more with volunteers to inspire and stimulate individual students who want to contribute to sustainability in higher education.

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#### 5.3.1 STRENGTHEN

To strengthen the volunteer network, we first need to support our current volunteers.

- Use the ambitions of volunteers. The current data base can be used to see the inventory of the ambitions of our volunteers and how Morgen can have the possibility to let them expanding and developing these ambitions
- Connecting volunteers with each other and with several projects instead of one specific project by inviting volunteers for drinks and General Assemblies and organizing a volunteersday.

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#### 5.3.2 BROADEN

Expand the volunteer data base. They can help organising an existing project, assist practically on an event day, like during the SustainaBul awarding day, or in the process, like rankers for the SustainaBul. The database is a place to keep track of both previous volunteers and people who would like to become volunteers. In this way, it should be easier to find volunteers for various jobs, engage individual students with Morgen's projects and make volunteers more a part of Morgen.

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#### 5.3.2 EXPLORE

To involve the volunteers more in the organisation of Morgen, we want to explore the following options:

- Exploring the idea of organizing an input session in which volunteers can bring in their knowledge and ideas.
- We want to see in what way volunteers and old board members like to help and support with the lustrum
- Exploring the idea of a commission where volunteers can help in several projects.
- Exploring the use of the trainingspool for the volunteers and organizing a training on an issue volunteers like to expand their knowledge on
- Exploring the space for interns to increase approachability of sustainability in higher education. We might explore the possibility of getting ECTS for internships at Morgen, and therefore we can talk with institutions.

### 3. PROJECTS

#### 3.1 DIS

#### 3.2 SUSTAINABUL AND THE DAY OF SUSTAINABILITY IN HIGHER EDUCATION

One of Morgen's key projects is the SustainaBul, the annual ranking of higher education institutions in the area of sustainability. The higher education institutions are judged by Morgen on integration of sustainability in their education, research and operational management. They will furthermore be judged on their transparency about these matters. With the ranking Morgen aims to stimulate the higher education institutions to become more sustainable throughout. The questionnaire covering planet, profit and people aspects of sustainability provides the institutions with concrete areas of focus on which to improve, whereas the competition element of the ranking stimulates the institutions to improve continuously. The SustainaBul was awarded for the first time in 2012 and has since grown into a well acknowledged ranking with over 20 higher education institutions participating.

Since 2015 Morgen awards the SustainaBuls to the participating higher education institutions on 'The National Day of Sustainability in Higher Education' (NDDHO). During this day Morgen, in cooperation with SURF, organises besides the festive awarding ceremony a symposium with workshops, keynotes, debates and a network market to discuss sustainability in higher education with a diverse group of people, including higher education institutions and students.

## Participants of the SustainaBul

Current situation:

Over the years there has been a steady increase in institutions participating in the SustainaBul. Last year we had 11 universities and 9 universities of applied sciences participate! However, in order to increase the impact of the SustainaBul within the higher education sector, it is necessary to keep increasing the number of participating institutions.

### Goals

1.1 HAVE ALL UNIVERSITIES PARTICIPATE IN THE SUSTAINABUL AND INCREASE THE AMOUNT PARTICIPATING OF APPLIED SCIENCES

#### 1.1.1 STRENGTHEN

Make sure that all higher education institutions that already participated in the SustainaBul continue to participate in the coming years.

#### 1.1.2 BROADEN

- Stimulate participation of *all* universities in the Sustainabul
- Stimulate participation of new universities of applied sciences in the SustainaBul

1.2 IMPROVE COVERAGE OF SUSTAINABILITY IN THE SUSTAINABLE QUESTIONNAIRE

### Current situation

The content of the SustainaBul questionnaire tries to covers a full range of sustainability aspects: planet, profit and people. Every year the questionnaire is adjusted and improved, however a balance should be found between continuation and renewal of the questionnaire. About a 20 percent maximum change of the questions each year has proven to be effective.

Last year the aim was to have a full coverage of sustainability in the SustainaBul questionnaire which resulted in the addition of several questions on

social sustainability (the 'people' aspect). However, there still is an emphasis on the theme 'operational management', for which almost twice as many points can be scored than the other themes. This year the aim will be explore how to equalize the weight of the four themes of the questionnaire without changing the questionnaire too much.

Furthermore we aim to improve the ranking proces and especially the transparency of the ranking to the participating institutions.

## 2.1 GOAL

IMPROVE THE SUSTAINABUL QUESTIONNAIRE AND THE OBJECTIVITY AND TRANSPARENCY OF THE RANKING PROCESS

### 2.1.1 STRENGHTEN

- Improve the criteria for the ranking of the different questions in order to increase the objectivity of the ranking process.
- Communicate these criterea to the participating institutions in order to increase transparency about the ranking proces.
- Have the new questionnaire evaluated by the higher education institutions and various experts on sustainability, as well as Morgen alumni.
- Improve the SustainaBul questionnaire website by making it more user friendly for the institutions.

### 2.1.2 BROADEN

### 2.1.3 EXPLORE

- Explore how to improve the balance of the questionnaire by putting more emphasis on the education and research themes and less emphasis on the operational management theme.

## Network and knowledge exchange

### *Current situation*

With the SustainaBul Morgen also aims to encourage exchange of knowledge, best practices and solutions to challenges among the institutions. Although we have seen some great collaborations between institutions, the sustainability coordinators have expressed their desire to have a central platform for knowledge exchange. Therefore this year we want to strenghten the contact between sustainability coordinators of the higher education institutions and create more opportunity for knowledge exchange.

## 1.3 GOAL

## SUSTAIN THE NETWORK OF HIGHER EDUCATION INSTITUTIONS AND PROMOTE EXCHANGE OF BEST PRACTICES

### 1.3.1 STRENGTHEN

- Organise a workshop for exchange best practices and discussion of challenges among higher education institutions in Oktober.
- Involve the higher education institutions in the SustainaBul process by evaluating the SustainaBul process, the questionnaire and the SustainaBul awarding ceremony, both online and offline at an evaluation meeting with the sustainability coordinators in September.

### 1.3.2 BROADEN

- Facilitate the engagement of the higher education institutions at the NDDHO by providing the opportunity to present their best practice at the symposium.

### 1.3.3 EXPLORE

- Explore the possibilities for an online knowledge exchange platform for the sustainability coordinators of the higher education institutions.

## National Day of Sustainability in Higher Education

### Goal: Increase the impact and value of the National Day of Sustainability in Higher Education for students and others in Morgen's network

#### Strengthen:

- Expand the reach of the national day of sustainability in higher education by having at least 300 visitors throughout the day.

#### Broaden:

- Facilitate the engagement of the participating higher education institutions, see 'Network and knowledge exchange'
- Facilitate the engagement of member organisations of Morgen on the NDDHO, for example by participation on the market, the workshops or arranging a network moment.

## 3.3 LUSTRUM

### 3.4 SMALL PROJECTS

## 4. STUDENT NETWORK

The member organizations are the most important part of Morgen as an association. As an umbrella organization, Studenten voor Morgen works together with its members towards a more sustainable future. The aim for next year is to map out all the expectations of each member. This means that this chapter will go into the goals which concern all the members and expand the role of Morgen as a valuable network. The number of members has risen to already 32 organizations and is expected to rise further. A striking development is the emergence of the Green Office Movement and the amount of Green Offices (GOs) popping up who are almost all joining Morgen. But also the other organizations cannot be forgotten as they are still an important part of Morgen and growing in numbers.

The same as last year this document has a focus on strengthen, broaden and exploring. The strengthening of the network and the mutual bonds between the members will stay the main objective. This will be achieved through the yearly cluster meetings and involving the member organizations in events to stimulate cooperation between Morgen and its members as well as between the members.

Special attention will be given to the Duurzame Introductie Stunt (DIS) and the stimulation of members involvement with the Duurzame Student and Morgen's events. Last year's aim was to give

the DIS a more prominent position in Morgen's activities. On this aim will be build this year, because the DIS reaches a lot of people and is the perfect opportunity for different organisations to meet. This chapter will first go into the goals concerning all members, after which it will go into strategy specifically applying to the Green Offices.

## 2.1 ALL MEMBERS

Current situation:

Last year there was a main focus on creating a stronger network. Next year we will continue doing this. The added value of Morgen for its members needs to be made explicit. Last year the clusters for the cluster meetings were restructured. As this seems to be working out the focus for this year will be put on organizing more cluster meetings. Therefore the needs of every member organization will be mapped out and this will make the value of Morgen more explicit. In the past years it was found very useful and interesting to meet all members of Morgen, but now the network is growing rapidly, new ways to maintain a strong internal network need to be explored. All organisations will still see each other several times per year, and will have at least two in-depth cluster meetings based on their specific context. Morgen should provide a valuable network that facilitates cooperation and the exchange of knowledge, as stated in the general goals. Furthermore, some specific goals have been defined.

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### 2.1.1 HARBOUR VALUE OF MEMBER CONTACT MOMENTS

Goals:

- Keep the structures for cluster meetings as they are now, which means both thematically and geographically. When structuring the clusters thematically this will ensure a similar context of cluster participants; only Green Offices (GOs), only energy related organisations or general student sustainability organisations. Doing this will enable Morgen to set up a more valuable programme catering to the specific challenges and interests of the different clusters. Divide the general student sustainability organisations in two clusters geographically, as it is the biggest cluster and it will make it easier for the organisations to participate.
- Use existing contact moments such as the DIS awarding event, the Green Office summit and the SustainaBul symposium as moments for the members to meet. This adds value to these events and allows the members to meet, without needing them to travel throughout the country to see each other.

- Have at least eight meeting moments per year. This will be done using a cycle of events. Chronologically this year: DIS awarding event, GO Summit (especially for GO cluster), GA 1, cluster meeting (four in total, two per cluster), GA 2, Morgen lustrum, SustainaBul, and GA 3.
- Organise an event at the beginning of the year (this can be the DIS awarding event), and make it a valuable moment for the members to meet and for the board of Morgen to meet the members.
- Collaborate with one member per cluster to organise the cluster meeting. The cluster meetings. The meetings for the GOs are organized in collaboration with rootAbility but are executed by Studenten voor Morgen. The meetings will be about the GO portfolio.
- As the network is growing explore new ways of keeping in close contacts with all the members. Rethink the division of tasks.

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### 2.1.2 MAKE ADDED VALUE OF MORGEN AND OUR NETWORK MORE EXPLICIT

#### Goals:

- Continue last year's efforts to compile a speakers list, enabling members to use Morgen's and each other's connections when looking for speakers. The board member Student Network will be responsible for the yearly update of the list.
- Update the fact sheet that was made last year to make clear what Morgen can mean for its members. This is important to increase knowledge on what Morgen does and can do, mainly during board transfers within member organisations. Moment for updating the list are at least three times a year after every GA.
- Explore possibilities of creating a platform for more knowledge exchange.
- Explore the possibilities to use DuurzameStudent as a platform for providing a joint agenda.

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### 2.1.3 CONTINUE TO STRENGTHEN BONDS WITH MEMBER ORGANISATIONS

- One visit (at least) a year to each member organisation, 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. In order to reach this goal, a rough planning for visiting the organisations will be made during the board transfer.
- One information/contact moment (at least) each month with member organisations by telephone or skype. This will be fulfilled by the whole board.
- Incorporate member organisations into our daily activities. When we are invited to

participate in or attend a certain event that would also interest our members, invite member organisations in proximity to where the event takes place to join us.

- Get member organisations more involved in DuurzameStudent by letting them write an article. Explore other possibilities with board the public relations board member.

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#### 2.1.4 ADDRESS STUDENTS BEYOND MORGEN'S USUAL REACH

- Welcome at least one new member, preferably from a 'new' area or focus, for example a more social science oriented organisation or an organisation in a region of the Netherlands that is underrepresented in our network. However the main focus of welcoming a new member should be on the motivation of the organization becoming a member.

- Organise the Sustainable Career Event in February 2016. We are aiming at 400 visitors, and 600 students reached. This event is organised in collaboration with Sustainable Motion.

- Make the DIS a prominent project of Morgen, in order to secure more attention to be given to it, both from inside and from outside the board. Have at least 25 participants (but aim for more) and reach at least 50.000 students directly with Sustainable Introduction Stunt (DIS) 2017. This reach consists of visitors to the different stunts.

- Make sure the communication about the DIS and the DIS awarding event is entirely in English to have a bigger reach.

- After the DIS awarding event make sure there is a moment of evaluation to keep developing this event.

- Secure funding for the DIS with GDO or look for new funding. This is also elaborated on in the chapter on finances, see section...

- Hire a new project coordinator for the DIS, to increase continuity over board transfer. This turned out to be a great attribution as the coordinator can take lead in the beginning of the summer.

## 2.2 GREEN OFFICES

The number of Green Offices in the Netherlands has been growing rapidly the last few years. This means that the Green Offices have become a large part of the Morgen network. The aim is to let all Dutch Green Offices become active members of Morgen. The main objectives are to further specify the role of GOs within Morgen members and to facilitate more contact and knowledge exchange between GOs. This will mainly be done by the Green Office Coordinator, employed by both Morgen and rootAbility. Together with rootAbility we will keep on going with lobbying and supporting new and existing GOs and GO initiatives. Another objective this year is exploring the way Morgen would fit in the international GO movement as taking care of the internal national communication between the GOs.

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### 2.2.1 ACKNOWLEDGE GREEN OFFICES AS SPECIAL GROUP WITHIN MEMBERS

- Support and collaborate with the nation-wide Green Office Coordinator. This is mainly done by both the board member student network and rootAbility.
- Execute a monthly GO profile for all GOs in the Netherlands and post them on DuurzameStudent.nl. This will happen both to increase knowledge of GOs among Morgen followers and to make GOs more familiar with DuurzameStudent.nl.
- Aim for all new GOs to become a member of Morgen.
- Help starting GOs and help with the national lobby for GOs. This will be executed by the whole board, but mainly the board members student network and the Green Office Coordinator.

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### 2.2.2 FACILITATE CONTACT AND KNOWLEDGE EXCHANGE AMONG GREEN OFFICES

- Execute working sessions together with the GO coordinator for the GO's in cooperation with rootAbility. These working sessions will elaborate on the different portfolios.
- Make sure that the working sessions provide follow up sessions (by skype), where GOs can either work on similar goals and actions or can exchange their knowledge with each other.
- Explore options for a project database for GO projects. This is now done in cooperation with rootAbility to explore the options for an international platform.
- Organise a Green Office Excursion in collaboration with a different GO each year. This year Green Office Wageningen will help organizing this excursion. This meeting will function as a GO cluster moment.
- Collaborate with rootAbility and GO Summit host to organise the Green Office Summit in October. This will function as a GO cluster moment.
- Explore possibilities of collaboration with rootAbility and other partners in a long-term project towards a national Living Lab.
- Have the website of Morgen contain information for existing and starting GOs.

## 5. EXTERN

### 5.1 PR AND SOCIAL MEDIA

#### **Current situation**

The external communication and PR of Morgen mainly exists out of online media efforts and events. With these efforts it is probably most effective to reach our public and it is the most sustainable option. In 2015-2016 great steps were taken on expanding the reach of Morgen on social media. The amount of followers on Twitter and Facebook has grown quickly and especially on Twitter, great work has been done on professionalizing the image. Control of LinkedIn has been regained by the

board member PR. Adding to this, the personal communication strategy has been successfully introduced and in line with this strategy; Instagram has been implemented.

## Goals

Big steps on strengthening were taken in 2016. To continue this work, the goals of external communication will build upon this success and are focussed on further strengthening the communication of Morgen. Starting with strengthening the Morgen 'brand' and therefore making a strong basis for the rest of the external communication. When the brand is stronger, it is easier to spread the word of sustainability, to help out our members and to spread the word about Morgen itself.

Resonating with its public, Morgen has to continue to strengthen the power of the social media pages, increase its professional character and explore new collaborations. As a student network, the communication strategy of Morgen should further be aimed at facilitating this network and enhancing its functions. Morgen's organisational strategy of 2017 is concerned with taking action on this domain. Hence, instead of exploring new possibilities, current efforts will still be strengthened and activities will be expanded. This continuous strengthening communication strategy will prove itself crucial to Morgen's activities, although it has to be in function of these activities rather than a goal in itself.

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### 6.1.1 STRENGTHEN

This goal is focussed on strengthening the Morgen-brand so it's easier to spread knowledge about Morgen.

- Making the Morgen 'brand' 'easier' to spread by making it more clear, specifying our goals and advantages and even out our external communication.
- Making a one page (compact) factsheet with all the necessary information about Morgen, which can be spread to professional organizations.
- Making a script for promotion of events and projects.

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### 6.1.2 BROADEN

This goal is focussed on increasing and broadening the outreach and expanding Morgen's current online network. This part is mostly focussed on online communication.

- Further personalise communication strategy of Morgen, thereby increasing outreach and providing for interactive communication with the public. Personalisation will facilitate greater recognition of the Morgen brand as it resonates well with its public.
- Broaden the scope of current social media activities. Morgen will further engage Instagram in its social media activities.
- Broaden the scope of current social media activities. Morgen will further engage LinkedIn in its social media activities.
- Expanding the current likes on Facebook: As of November 2016 Morgen has 1603 likes, the amount of likes grew with 500 approximately over the last year. The goal for the coming year will be to increase this amount to 2000 likes.
- Expanding the current amount of followers Twitter: As of November 2016 Morgen has 1739 followers on Twitter. The goal for the coming year will be to increase this amount to 2000 followers.

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### 6.1.3 EXPLORE

As a PR board member there is always something to do. As Morgen grows and as social media and online activities grow, it gets harder every year to do PR and Communication alone. Therefore possibilities concerning help with this are explored upcoming year.

- Explore the possibilities concerning help with the PR function, for instance with a volunteer.

## 6.2 DUURZAMESTUDENT.NL (DS)

### Current situation

Duurzamestudent.nl (DS) is the website for students concerned with sustainability, it is an online magazine consisting of articles on sustainability related topics. DS is working as an independent entity, actuated by the editing staff with close cooperation of the board member PR. **Goals**

To ensure that DS is, as an activity, part of Morgen both the Morgen board and the editing staff will enhance cooperation between DS and the board. This will foster both Morgen's understanding of DS's function and DS's affiliation with Morgen. The main goal of this year is making DS a real online magazine by strengthening the brand and increasing the amount of visitors on DS, exploring income from advertisements and strengthening the bond between editors. The following deliverables will voice the plans proposed here.

### Goals

To make sure DS and Morgen reinforce each other in their work, greater attention will be given to cooperation between the two and an increase of integration between DS and Morgen will be established.

- The board member PR will make sure that the final editing staff of DS will be present once a month at the board meeting scheduled by the Morgen board.
- All the board members take an active role in cooperating with DS by writing at least one column during their board year and by writing articles whenever possible.
- Increase collaboration with member organisations and DS

To make sure that DS becomes a real online magazine and becomes the platform for sustainable students, the brand has to be strengthened.

- Making a plan for marketing and communication.
- Increasing the involvement of editors with DS.
- Replace the logo and website header with a new logo and header

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### 6.2.2 BROADEN

To make sure that DS becomes a real online magazine, becomes the platform for sustainable students and can increase advertising income; it is a goal to increase the outreach.

- Expand DS' current online network. As of November 2016 DS has 1792 likes on Facebook. Goal for coming year will be 2500 likes. As of November 2016 DS has 4167 followers on Twitter. Goal for coming year will be 4500 followers.
- Increasing the amount of visitors on the website.
- Broaden income of automatic website advertisements (like Google AdWords) by exploring new possibilities with these advertisements.

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### 6.2.3 EXPLORE

- Explore the possibilities of income from advertisements on DS (Exploring possibilities of advertorials or other advertisements by evaluating incoming requests of companies and possibly reaching out to companies which suit the message and goals of DS)

## 5.2 PROFESSIONAL NETWORK

Amazing steps on strengthening were taken by the previous board 2015-2016. To continue this work, the goals of professional network will build upon this success and are focussed on further strengthening the network of Morgen. One of Morgens main goals is encouraging awareness and integration of sustainable development among students, research and the management of higher education. To fulfil the goal of more sustainable higher education, the sustainability actors and the external network is important. Morgen can form a bridge between the sector and other external stakeholders in the field of sustainability. Morgen is trying to reach her goals by initiating, supporting, coordinating and stimulating a national student network. Keeping in contact and cooperate with local and national organisations can make a big contribution to the fulfilment of our goals.

In the previous organisational strategy 2015-2016, the focus regarding the external network was mainly put on strengthening, broadening and exploring. Last board did a great job concerning these main objectives. Especially staying in touch with external partners by meeting up on a regular base, involvement and contact with the Committee of Recommendation and the organisation of the National Day of Sustainability in Higher Education, together with SURF. One of last years goals was to explore the options to unite in one climate movement: De Jonge Klimaatbeweging. October 2016 De Jonge Klimaatbeweging was formally established as a foundation, so we can definitely say this was a huge success.

Goals

*Strengthen*

The external network of Morgen has grown a lot in the past few years, and is still growing. A strong follow-up on the Treaty Sustainable Education with the partners that have been involved already, like GroeneGeneratie, JMA and the Dutch Youth Representatives Sustainable Development to the United Nations was initiated by establishing the Jonge Klimaatbeweging as a foundation. Because of this growth, the external network needs to be strengthened. Strengthening of the external network is continuing project. In order to strengthen the professional network of Morgen, we divided our goals in deliverables.

#### 4.1 EXTERNAL NETWORK

- stay in touch with the external partners by meeting up on a regular base and visiting the events of those partners, in order to help each other in realizing a more sustainable society;
- stay in close contact with the Jonge Klimaatbeweging by participating in their Committee of Recommendation (the Committee consist of old – Morgen board members, old- JMA board members and old- Dutch Representatives)
- keep in touch with the members of the Committee of Recommendation of Morgen and involve them in the Morgen activities;
- Organise at least one meeting with the Committee of Recommendation, previous Morgen-board and the current board;

#### 4.2 ALUMNI

-Keeping in close contact with old board members, by establishing a formal Alumni framework. This board wants to strengthen the contact with Alumni because they can function as a thinktank and source for advice.

We want to do this by:

Involving them in the organization of the Lustrum of Morgen by setting up a Lustrum Committee consisting of Alumni and current board-members.

Exploring the options of an online platform where current board members can ask for advice or help by Alumni.

#### *Broaden*

Morgen does not want to focus solely on sustainability in higher education but also wants to see sustainability incorporated in other fields of society. Sustainability should be at the core of all actions of society. Morgen wants to link with stakeholders involved in sectors, relatively new to the field of sustainability, not in de field at all or not linked with students. Therefore, the next goal is to broaden the external network.

#### 4.3 INTERNATIONAL NETWORK

- - Exploring the options for the establishment of an international network cooperation with organisations such as Morgen.

#### 4.5 SOCIAL SUSTAINABILITY

- Exploring the options to put a stronger focus on social sustainability.
- Exploring options to cooperate with Enactus, to involve social sustainability into our sustainability policy

#### *Explore*

There are many developments in the niche of sustainability and Morgen wants to find out what developments can be joined by Morgen. Therefore, the aim of the last paragraph is to explore.

#### 4.5 VOCATIONAL EDUCATION (MBO)

Many sustainable developments in the vocational education industry are already happening with great successes like Het Groene Brein Roots. Since Morgen is only focused on higher education it wants to see where they can join the developments in the vocational education.

- Exploring the options for a working group specifically focused on vocational education;
- Exploring the options for a SustainaBul for vocational education organized by the working group;

### 5.3 EXTERNAL COMMUNICATION IN HIGHER EDUCATION

The higher education sector is the most important playing field of Morgen. To make the transition towards a sustainable future, Morgen promotes the integration of sustainability in the operational management, research and education of the higher education sector.

Aside from the SustainaBul and the 'National Day of Sustainability in Higher Education', Morgen supports and promotes other ways to integrate sustainability in the higher education sector.

Green Offices have proved to be effective and good ways to integrate sustainability into the higher education institutions including both students and staff members. Morgen will promote the establishment of Green Offices at every higher education institution.

Morgen will investigate the opportunity to keep contacts with the vocational education institutes to exchange information and work together.

#### Goals

Expanding the reach of Morgen in the higher education sector

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#### 7.3.1 STRENGTHEN

Promote the establishment of Green Offices at higher education institutions.

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#### 7.3.2 EXPLORE

- Investigate the opportunity of collaboration with vocational education institutions.

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#### 7.3.3 EXPLORE

Investigate the opportunity of collaboration with vocational education institutions.

