

ORGANISATIONAL STRATEGY

2016





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1. INTRODUCTION

The Studenten voor Morgen board of 2015-2016 hereby presents the organisational strategy for 2016. Inspired by a TED talk by Simon Sinek¹, we started the process of writing the organisational strategy with thinking about the 'why'. Why do we do what we do, why did we join the board of Morgen, why is sustainability so important, why is the education sector so important? 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.

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 2016 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 2015-2016

Josefine, Xander, Rianne, Jasmijn, Floor and Inge

1.1 VISION

Studenten voor Morgen is the Dutch national student network for sustainable higher education. We find it important to contribute to the transition to a sustainable society. Because we feel very passionate about the world around us, about all people and nature. Because we believe that every person in the whole world deserves the same chances and joy we have had, 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.

¹ http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action, we viewed this video during a training we received from NJR

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 25 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 for instance SustainaBul criteria we want to make sure to not only focus on the ecological, but also on the other two aspects, especially the social 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 25 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 Education².

² More information about the Treaty: <http://www.groenegeneratie.nl/verdrag-duurzaamheid-in-het-onderwijs>

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 currently provides the main part of Morgen's 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. 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. Universities and universities of applied sciences (from now on: higher education institutions) should not only transform themselves to meet the needs of a sustainable future, but they also have an important transformative role towards their students, other organisations and society. Higher education institutions should not only provide a good example with their operations, deepen and increase their research and knowledge about sustainability, but also educate their students about sustainability and prepare them to be sustainable thinkers and practicers.

The importance of integration of sustainability in the operations is twofold. Higher education institutions are, on the one hand, large institutions that could contribute to a sustainable society via their policies and purchasing. On the other hand, given their important societal role, higher education institutions should be frontrunners in the establishment of a sustainable society and give an example to others. In deciding furthermore on questions what gets researched, the higher education institutions have an enormous impact on what is considered to be valuable questions to research and what gets passed on to future generations. With their knowledge they can contribute to solutions of environmental challenges. Furthermore, higher education institutions have a large impact on the students they educate. Promoting and facilitating sustainable education in the curriculum of every student makes future generations able to think differently about the world around us, face new challenges and acquire the necessary knowledge to discover sustainable solutions within their own discipline. To make this integration of sustainability in the operational management, research and education of higher education institutions possible, Morgen supports and challenges the institutions to be as sustainable as possible.

2.1 SUSTAINABUL AND THE NATIONAL DAY OF SUSTAINABILITY IN HIGHER EDUCATION

One of Morgen's key projects is the SustainaBul, a ranking of higher education institutions in the area of sustainability. The higher education institutions are judged on sustainability in their education, research and operational management by students. With the ranking Morgen encourages exchange of knowledge, best practices and solutions to challenges among the institutions. It challenges the institutions to become the most sustainable through the competition element and sets the sustainability agenda with the questionnaire including planet, profit and people aspects of sustainability. Morgen awards the SustainaBuls to all the participating higher education institutions on 'The National Day of Sustainability in Higher Education'. Besides a festive awarding ceremony, Morgen, in cooperation with SURF, will organise during this day 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.

2.1.1 HAVE ALL UNIVERSITIES AND UNIVERSITIES OF APPLIED SCIENCES PARTICIPATE IN THE SUSTAINABUL

Deliverables:

- Make sure that all higher education institutions that already participated in the SustainaBul continue to participate in the coming years.
- Stimulate participation of new universities of applied sciences in the SustainaBul.

2.1.2 PROVIDE A FULL COVERAGE OF SUSTAINABILITY IN THE SUSTAINABUL QUESTIONNAIRE

Deliverables:

- Improve the coverage of sustainability in the SustainaBul questionnaire by including not only planet and profit aspects of sustainability, but also include people aspects of sustainability. Although we will try to include the full range of sustainability aspects in the questionnaire, the questionnaire should not be made too lengthy to prevent drop-outs. A balance should be found between continuation and renewal of the questionnaire.
- Have the questionnaire evaluated by the higher education institutions and various experts on sustainability, such as Van Beek Ingenieurs.

2.1.3 IMPROVE THE TRANSPARENCY, OBJECTIVITY AND PROFESSIONALITY OF THE SUSTAINABUL RANKING PROCESS

Deliverables:

- Provide clear criteria for the ranking of the institutions on the different questions for the rankers in order to increase the objectivity of the ranking process.
- Communicate those criteria to the education institutions to make the ranking process more transparent.
- Improve the SustainaBul questionnaire website by making it more user friendly and professional for the coming years.

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

Deliverables:

- Organise at least one event to exchange best practices and discuss challenges among higher education institutions, besides the SustainaBul awarding ceremony.
- Provide an online platform for the sustainability coordinators of the higher education institutions with contact information of the institutions on the different sub themes of the questionnaire and the opportunity to ask questions and start discussions, as requested by the sustainability coordinators themselves.
- 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.
- Provide the opportunity to discuss, with the higher education institutions, their involvement in the SustainaBul, the role of Morgen and their input for the coming year.

2.1.5 INCREASE THE IMPACT AND VALUE OF THE NATIONAL DAY OF SUSTAINABILITY IN HIGHER EDUCATION AND IN PARTICULAR THE SUSTAINABUL FOR STUDENTS AND OTHERS IN MORGEN'S NETWORK

Deliverables:

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

- Improve external communication about the collaboration with SURF, the time schedule and content of the day.
- Facilitate the engagement of member organisations of Morgen on the National day of sustainability in higher education, for example by participation on the market, the workshops or arranging a network moment.

2.2 EXPANDING THE REACH

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. Since Morgen has good contacts with all Dutch universities and all universities already participate in the SustainaBul, this year our efforts will be focused on strengthening and expanding our contacts with the universities of applied sciences. Furthermore, Morgen will investigate the opportunity to keep contacts with the vocational education institutes to exchange information and work together. Since Green Offices 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 institutions and the vocational education institutions.

2.2.1 EXPANDING THE REACH OF MORGEN IN THE HIGHER EDUCATION SECTOR

Deliverables:

- Consolidate and expand our collaboration with universities of applied sciences.
- Investigate the opportunity of collaboration with vocational education institutions.
- Promote the establishment of Green Offices at every higher education institutions. Since most universities established or are in the process of establishing a Green Office, this effort will mainly be directed at universities of applied sciences and vocational education institutions (MBO).

3. STUDENT NETWORK

Being a student network, the most important part of Morgen's legitimacy stems from its member organisations. The past year, the number of members has risen to 25 organisations and is expected to rise further. The most striking development in this field has been the emergence of the Green Office Movement and the amount of Green Offices (GOs) popping up through the country and – so far – all joining Morgen! Throughout this document, there is a focus on strengthening, broadening and exploring. This section will largely focus on the first objective: to strengthen Morgen's network, its members and their mutual bonds. Aside from Morgen's network, two other aspects of the student network are given special attention in this year's strategy: the Duurzame Introductie Stunt (DIS) and the GO Movement.

The DIS is aimed to be given a more prominent position in Morgen's activities. Because the DIS reaches a lot of people and is a perfect way of working together with our member organisations, we think it should be central to Morgen's activities and be treated as such. It was found that the summer holidays and board transfer made it hard to give the DIS all the attention it needed, so this year it will be explored whether a project coordinator can be hired.

The GO Movement has been growing exponentially since the founding of the first GO in Maastricht five years ago. The past couple of years, the GO Movement has been given a more prominent position within Morgen and we aim to continue these efforts. Last September, a national Green Office Coordinator has started. This is a position within both rootAbility (an organisation arisen from GO Maastricht, supporting the GO Movement) and Morgen. The position will be funded through the GOs contribution to Morgen.

This chapter will first go into the goals concerning all members, after which it will go into strategy specifically applying to the Green Offices.

3.1 ALL MEMBERS

The strengthening of the network will be done through making some adaptations to the successful formula of the cluster meetings and making the added value of Morgen more explicit. Some means to strengthen the bonds between Morgen and its members are continued from last year's plan and complemented with the objective that Morgen board members aim to invite local organisations to come along when invited to events in their regions. The main adaptation that is proposed, is the restructuring of the clusters. In past years we found that, while it is very useful and interesting to meet all other members of Morgen, it can be difficult to find activities that are valuable for all different types of organisations involved. Last year, the energy-focused groups asked for a separate cluster, and this year a separate GO cluster will be added. All organisations will still see each other several times per year, and will have one in-depth cluster meeting based on their specific context.

3.1.1 HARBOUR VALUE OF MEMBER CONTACT MOMENTS

Deliverables:

- Restructure the cluster meetings thematically, instead of geographically. 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.
- 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 seven meeting moments per year. This will be done using a cycle of events. Chronologically: DIS awarding event, GO Summit (especially for GO cluster), GA 1, cluster meeting (three in total, one per cluster), GA 2, nation-wide project (see 3.1.3), SustainaBul, and GA 3.
- Collaborate with one member per cluster to organise the cluster meeting.

3.1.2 MAKE ADDED VALUE OF MORGEN AND OUR NETWORK MORE EXPLICIT

Deliverables:

- 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.
- As proposed last year, make a fact sheet 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.

3.1.3 CONTINUE TO STRENGTHEN BONDS WITH MEMBER ORGANISATIONS

Deliverables:

- One personal interview, in person, a year with all member organisations before GA 1. 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 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. This will be fulfilled by the whole board.
- Execute one national project, happening on multiple places at the same time. In 2016, this will take the shape of 'Van Parijs naar Morgen', organised in January, entailing lectures in the different cities of our members, all on the meaning of the COP21 in Paris. Other ways of doing this might include a sustainable bank switch campaign done in different cities by different members at the same time, or a national sustainability science fair happening throughout the country. The activities are organised by the members themselves and coordinated by Morgen.
- 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.

3.1.4 ADDRESS STUDENTS BEYOND MORGEN'S USUAL REACH

Deliverables:

- Welcome at least one member 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.
- 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.
- Have at least 20 participants and reach at least 50.000 students directly with Sustainable Introduction Stunt (DIS) 2015. This reach consists of visitors to the different stunts.

- 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.
- Secure new funding for the DIS. This is also elaborated on in the chapter on finances, see section 4.1.2 (page 13).
- Explore possibilities to hire a project coordinator for the DIS, to increase continuity over board transfer.

3.2 GREEN OFFICES

As for the GOs, the main objectives for this year will be to keep on going with lobbying and supporting new and existing GOs and GO initiatives. The main objectives to keep doing this 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. The membership of GOs to Morgen now has an extra facet due to the Green Office Coordinator. This development ensures more added value to a Morgen membership for the GOs, but also increases the membership fee.

3.2.1 ACKNOWLEDGE GREEN OFFICES AS SPECIAL GROUP WITHIN MEMBERS

Deliverables:

- Support and collaborate with the nation-wide Green Office Coordinator. This is mainly done by both the board member student network and rootAbility.
- Create GO cluster, to ensure a common context between participants, making it easier to identify topics valuable for all present.
- 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.

3.2.2 FACILITATE CONTACT AND KNOWLEDGE EXCHANGE AMONG GREEN OFFICES

Deliverables:

- Execute nation-wide buddy-project as a pilot for future years and upscaling. This would entail the coupling of two GOs that are encouraged to have regular contact, visit each other's events, arrange exchanges between team members and learn from each other in other ways.
- Execute working sessions with Living Lab coordinators as a pilot for working sessions for other roles and/or themes within the GOs. The Living Lab constitutes the research project place at different GOs, in which the research of sustainability related issues by students inside their school program is facilitated by the GOs.
- Explore options for a project database for GO projects.
- Organise a Green Office Excursion in collaboration with a different GO each year. 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.

4. FINANCES

Morgen has been in a financially healthy position for the last years, which has contributed to a growth in the organisation and successful projects like the SustainaBul and Sustainable Introduction Stunt (DIS). As our organisational strategy this year is to strengthen, broaden and explore, we need to make sure our financial situation enables us to do so. For finances this means Morgen will have to strengthen the relationship with its current sponsors, broaden the horizon to find possible new sponsors and explore possibilities of reorganising in order to further professionalise the organisation and to be of greater value to its member organisations.

4.1 EXTERNAL FUNDING

Morgen is financially secured for 2016 as there is a contract with DuurzaamDoor from the Rijksdienst voor Ondernemend Nederland (RVO). This external funding has to be spent on projects, like the SustainaBul, DuurzameStudent.nl or other events for our member organisations and other students. Morgen is mainly dependent on the funding of DuurzaamDoor, however this contract ends after 2016, so for 2017 and onwards a new contract has to be signed, either with RVO or another sponsor. It is important for Morgen to obtain their structural income from a 'neutral' sponsor, because we use this funding to rank Universities (of applied Sciences) for example, and we don't want to compromise our unbiased position.

In order to stay neutral, we strongly prefer governmental funds as our structural income. The Sustainable Introduction Stunt (DIS) used to be funded externally by HIVOS, however they will no longer do this from 2016 and onwards. Morgen will search for a new sponsor for the DIS to provide financial security and continuity for this project. With the external funding from DuurzaamDoor, Morgen also wants to support projects from member organisations, which is why Morgen Subsidies will be available in 2016.

4.1.1 SECURE STRUCTURAL INCOME

Deliverables:

- Be actively involved with RVO by attending their meetings. Discuss options for a new contract before the end of February 2016. The treasurer and the chair are responsible for maintaining the relationship with RVO and acquiring funds from them.
- In addition to RVO, the treasurer and the chair will explore other options for governmental funds and apply for these. Before the end of February the funding for 2017 has to be secured.

4.1.2 FIND A NEW FUNDER FOR THE SUSTAINABLE INTRODUCTION STUNT (DIS)

Deliverables:

- The Sustainable Introduction Stunt (DIS) should be independently funded to provide financial security and continuity. If we find structural funding for existing projects, there is room to start new projects. The DIS was previously funded by HIVOS, however they decided to focus more on projects outside of the Netherlands and ended their funding after 2015. The treasurer and board member PR are responsible to apply for funds before the end of January.

4.1.3 SUPPORTING MEMBER ORGANISATIONS

Deliverables:

- Make Morgen Subsidies available from external funding for member organisations to support them with their projects. Like last year, members can apply for this money by sending in a project plan. The treasurer is responsible for this together with the board member student network. This fund will be set up during February for the amount of 500 euros.

4.2 INTERNAL FINANCES

For internal funding we have an income from DUO that we have to apply for every year and we receive a contribution from the member organisations. In addition, we also receive some contributions from 'Vrienden van Morgen' our donation system on the website and we recently joined 4Morgen, a platform where people can shop online and donate a small amount to a charity of their choice. With this internal funding we pay the board members, overhead costs, management costs, PR and communication. For our internal costs we largely depend on the support from DUO, which is why it is also important to explore options for increasing the other sources of income. With a larger internal budget, we could spend more on team building and training of the board or PR and communication, which would benefit the promotion of events organised by our member organisations. Furthermore it is important for Morgen to work on optimising the bookkeeping system and making sure the finances stay organised through transfers of the board.

4.2.1 MONITOR CURRENT INTERNAL FUNDING

Deliverables:

- Stay in contact with DUO and stay informed on rules and legislation regarding DUO financial support. As we are largely dependent on DUO for our internal funding, it is important to stay in contact with DUO, make sure we apply for financial support on time and keep updated on changes in the rules.

4.2.2 EXPLORE POSSIBILITIES FOR INCREASING INTERNAL FUNDS

Deliverables:

- Acquire extra internal funds via the 4Morgen platform. People can donate money via this platform when they shop online. They don't have to pay extra for this, but they automatically donate €0.85 with every order. The board member PR will promote this at least four times a year. It is also possible for people to donate directly to Morgen via 'Vrienden van Morgen' on the Morgen website. However, we will not actively promote this, since this has not been successful in previous years.
- Explore possibilities for raising contribution for all member organisations according to their budget. Currently the contribution for all the member organisations is 15 euros. For the Green Offices the contribution will be raised in 2016 according to their financial position to pay for the new Green Office Coordinator. The treasurer will explore the possibility for raising the contribution for all member organisations in a similar fashion and make a proposal for this before the end of June.

4.2.3 EXPLORE POSSIBLE IMPROVEMENTS FOR STRUCTURE OF FINANCES

Deliverables:

- Add more structure to the bookkeeping system. The bookkeeping system is currently not working in an optimal way, so the treasurer will reset the bookkeeping program in 2016 and make the bookkeeping more organised.
- Explore possibilities to improve transfer of finances between treasurers. The transfer between the boards happens in the middle of the financial year and this can be confusing in terms of responsibility for finances and bookkeeping. The treasurer will explore possibilities of changing the structure of the financial year, for example by having a bookkeeping year that corresponds with the board year of the treasurer.

5. PROFESSIONAL NETWORK

The core that defines the existence of Morgen is found in the ideal to create a more sustainable society. Because there are more actors that share this ideal, it is important to link with them to see how we can support each other. The sustainability actors are the students and their organisations, as well as the actors directly in the field of sustainable education. The higher education sector is defined as the institutions. All other actors in the network of Morgen can be thought of as external network.

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. Because the boards change every year, a well-structured way to keep those actors close is needed. The main goals of this board regarding the external network, is to strengthen, broaden and explore. Those are the main themes to be found in this chapter.

5.1 STRENGTHEN

The external network of Morgen has grown a lot in the past few years. This board feels it is important to keep those stakeholders close, for we can help each other in realising a more sustainable society. Because of this growth, the external network needs to be strengthened in the first place.

5.1.1 STRENGTHEN THE NETWORK BETWEEN THE HIGHER EDUCATION NETWORK, SUSTAINABILITY ACTORS AND THE EXTERNAL NETWORK

Deliverables:

- Stay in touch with the external partners by meeting up on a regular base and visiting the events of those partners.
- Keep in touch with the members of the Committee of Recommendation and involve them in the Morgen activities.
- Organise at least one meeting with the Committee of Recommendation, previous Morgen-boards and the current board.
- Organise together with SURF, the National Day of Sustainability in Higher Education. To make this a success, regular meetings with the involved parties are required to strengthen the cooperation.
- Organise a stronger follow-up on the Treaty on Sustainable Education together with the partners that have been involved already, like GroeneGeneratie, JMA and the Dutch Youth Representatives Sustainable Development to the United Nations.

5.2 BROADEN

Sustainability should be at the core of all actions in society. Because this is not yet the case, this board wants to link with stakeholders involved in sectors, relatively new to the field of sustainability or are not in the field at all. Therefore the next goal is to broaden the external network.

5.2.1 BROADEN THE NETWORK OF MORGEN TO DISCIPLINES THAT ARE NOT NECESSARILY RELATED TO SUSTAINABILITY

Deliverables:

- Widen the disciplines the stakeholders of Morgen's activities are involved in, for example on the National Day of Sustainability in Higher Education or by alternative keynote speakers.
- Integrate social sustainability more in the SustainaBul, see chapter 2.

5.3 EXPLORE

There are many trends in the niche of sustainability, especially after COP21 in Paris. It is interesting to find out what developments Morgen can join. Therefore the aim of the last paragraph of this chapter is to explore.

5.3.1 EXPLORE FIELDS OF INTEREST FOR NEW ACTIVITIES

Deliverables:

- Explore the options for an international collaboration on the SustainaBul, for example with Germany and the UK.
- Explore options for a stronger bond with like-minded organisations in the field of Vocational Education (MBO).
- Look for options to unite in one youth climate movement: *De Jonge Klimaatbeweging*.

6. INTERNAL ORGANISATION

The most important elements of our internal organisation are the day-to-day workings as a board, 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 went well. Since the current situation is fine, we mostly want to continue on the path of the previous boards and tweak some things.

6.1 BOARD TRANSFER

The board transfer was executed rather well last year, so we will largely keep the existing set-up and structure. In June, the one month transfer period will take place. We want to make sure that this period really is one month and not shorter and spread out the knowledge transfer throughout the month, while adding time for team building.

6.1.1 CONTINUE EFFORTS TOWARDS EFFECTIVE KNOWLEDGE TRANSFER BETWEEN BOARDS

Deliverables:

- Have June as board transfer period and make sure the transfer period is a full month with activities spread out through the month.
- 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.

6.2 BOARD FUNCTIONING

Previous year emphasis was put on having shared responsibilities between board members to prevent so called islands. We feel this has worked out well, so we want to continue current practices. Furthermore, the Advisory Council has been very helpful and we want to continue the good habits.

6.2.1 CONTINUE ACTIVELY REINFORCING COLLABORATION WITHIN THE BOARD

Deliverables:

- 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.

6.2.2 CONTINUE SMOOTH WORKING WITH THE ADVISORY COUNCIL

Deliverables:

- Have a meeting with the full Morgen board and Advisory Council every two months.
- Introduce a 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.

6.3 VOLUNTEERS

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. Therefore, we would like to increase our efforts to involve volunteers in our projects and the board's functioning.

6.3.1 INTEGRATE PROJECT COORDINATORS MORE WITH THE BOARD

Deliverables:

- Involve the Green Office Coordinator and DuurzameStudent editor in chief and final editor in board meetings once every six weeks to improve coordination and information flow.
- Explore this possibility as well with the project coordinators for the SustainaBul and the DIS.

6.3.2 EXPLORE POSSIBILITIES OF MORE STRUCTURAL INVOLVEMENT OF VOLUNTEERS

Deliverables:

- Set up a volunteer database. Volunteers can contribute to projects in various ways. They can help organising an existing project, set up a new one, assist practically on an event day, like during the SustainaBul awarding day, or in the process, like rankers for the SustainaBul. The database will be 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.

7. COMMUNICATION

Morgen's external communication strategy mainly comprises of online efforts. Resonating with its public, Morgen has to deepen its efforts in Social Media and increase its professional character. Morgen is a student network, therefore its communication strategy should be aimed at facilitating this network and enhancing its functions. For the year 2016, Morgen's organisational strategy is concerned with taking action. Hence, instead of exploring new possibilities, current efforts will be strengthened and activities will be expanded. The 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.

7.1 MORGEN COMMUNICATION

Morgen's communication strategy will have to adhere to current times, including the greater need for Social Media personalisation and a professional outlook. Central to these terms is adapting Morgen's current website to today's standards, thereby also improving capacities for Morgen's network, fostering interactivity amongst its member organisations. Furthermore, increasing its outreach via Social Media channels will ensure Morgen's position as a vital student network promoting sustainability in higher education. The following deliverables will voice the communication strategy Morgen will follow coming year.

7.1.1 STRENGTHEN COMMUNICATION BY ADAPTING MORGEN WEBSITE

Deliverables:

- Communication of its activities will be central to Morgen's organisational strategy. In addition, professional communication is vital for good working relations between Morgen's network including its member organisations and professional partners.
- The board member PR will deliver an exploration of options for website adjustment before the end of January 2016. Hereafter a clear plan has to be raised that addresses clear improvements for the website. The website has to be improved before January 2017.

7.1.2 INCREASE OUTREACH USING PERSONALISED COMMUNICATION STRATEGY

Deliverables:

- 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 by introducing additional social media. Morgen will add Instagram to its social media activities. In addition will Morgen start its own YouTube channel, all board members will post clips of live activities and events.
- Use the YouTube channel to facilitate supplementary content for the monthly distributed newsletter. Currently interaction with the newsletter is low, the board member PR will look in to replacement or additional usage of news communication with video content.
- Morgen has to regain control over its professional social medium: LinkedIn. In order to do so, the board member PR will explore possibilities to retain the page and its followers before the end of January 2016. If this proves to be impossible the board member PR will create a new LinkedIn page.

7.1.3 EXPAND MORGEN'S CURRENT ONLINE NETWORK

Deliverables:

- Facebook: As of 16-11-2015 Morgen has 1101 likes, the amount of likes grew with 350 approximately over the last year. The goal for the coming year will be to increase this amount to 1500 likes.

- Twitter: As of 16-11-2015 Morgen has 1494 followers on Twitter. The goal for the coming year will be to increase this amount to 2000 followers. Twitter has proven to be a very effective tool to interactively communicate with Morgen's public. The coming year will feature a more intense promotion plan for Morgen's twitter page, including greater attention to paid advertisements.
- LinkedIn: As of 16-11-2015 Morgen has 294 followers on LinkedIn. The goal for the coming year will be to maintain as many followers as possible.

7.2 DUURZAMESTUDENT.NL (DS)

Duurzamestudent.nl (DS) is the website for students concerned with sustainability, it is an online magazine consisting of articles on sustainability related topics and features future job opportunities for students. DS is working as an independent entity, actuated by the editing staff with close cooperation of the board member PR. To ensure that DS is, as an activity, part of Morgen both the Morgen board and the editing staff will enhance cooperation between DS.nl and the board. This will foster both Morgen's understanding of DS's function and DS's affiliation with Morgen. The following deliverables will voice the plans proposed here.

7.2.1 INCREASE INTEGRATION BETWEEN DS AND MORGEN

Deliverables:

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

7.2.2 INCREASE OUTREACH OF DS

Deliverables:

- Expand DS' current online network. As of 16-11-2015 DS has 1276 likes on Facebook. Goal for coming year will be 1500 likes. As of 16-11-2015 DS has 3600 followers on Twitter. Goal for coming year will be 4000 followers.
- Explore the possibilities of additional social media possibilities, mainly Instagram. The board member PR and the DS final editing staff will provide for this.
- Explore the possibilities of income from advertisements on DS.

