

Organizational Strategy

Studenten voor Morgen 2019

Composed by the Board of 2018/2019:

Britte Rijk - Chair

Marlies Meindertsma - Secretary

Sheline Kap - Treasurer

Shanice Campbell - Higher Education

Lieke Smets - Public Relations

Cathelijne Stickers - Student Network

Preface

"The achievements of an organization are the results of the combined effort of each individual."

It is true that this is a quote from a famous American football player, but it may as well be about Morgen. Working together, in order to make higher education more sustainable, is what we stand for. With this, I refer to the cooperation with and between our member organizations; I refer to exchanging thoughts with higher education institutions about what is best for their students and the institutions themselves, in order to positively steer them in the right direction; but especially, I refer to the board members of Morgen.

When I look at this Organizational Strategy for 2019, I am very proud of my team. Together we came up with new and important ambitions for Morgen. We all knew where we wanted to go. Strengthening our projects, our position, our network function and the internal organization is what we want to focus on this year. And I believe, with the combined effort of each one of us, we will achieve many beautiful things.

To show you our ambitions, this Organizational Strategy aims to be specific, measurable and to the point. We will reflect on our current situation and based upon that, we will explain our plans for the upcoming year, using SMART goals. We hope to paint a clear picture in your mind as to our organization and our ambitions. If you, however, still want to get to know us better and to be kept in the loop of what we do, feel free to visit our website or our social media pages: Facebook, Instagram and Twitter.

On behalf of the Board '18-'19,



Britte Rijk
Chair of Morgen 2018-2019

Table of contents

I.

Introduction

Mission and vision **1**

Structure **1**

Strategy **3**

Goals for 2019 **3**

Reading guide **5**

3.

Morgen specific plans

Internal organization **22**

The network of Morgen,
including General Assemblies
and member organizations **24**

Communication **26**

Finances **27**

2.

Projects of Morgen

The SustainaBul and the
National Day of Sustainability in
Higher Education **7**

Duurzame Introductie Stunt **10**

The Student Energy Race **12**

DuurzameStudent.nl **15**

Lobby project **17**

Sustainable Career
Possibilities **20**

4.

Concluding words

Introduction

‘The student network for a sustainable future’, ‘a student organization that tries to make higher education more sustainable’ and ‘a network organization that connects local sustainability initiatives’ are all possible answers to the question of who we are. It is indeed true that Studenten voor Morgen (translated: Students for Tomorrow; further mentioned as Morgen) is a multifaceted organization. Therefore, in this organizational strategy we try to explain as clearly as possible what the goal of Morgen is, how we try to reach that goal and how we will implement our approach in the year 2019. To make sure this explanation is clear, we have decided to be brief, to the point and to provide the text with visual support.

Mission and vision

The main reason Morgen exists, is our mission.

‘Morgen aims to contribute to the realization of the three SDG’s (4: quality education, 13: climate action and 17: partnerships for the goals) in an optimistic and politically neutral way, by being a network organization for sharing knowledge in the field of sustainability in higher education.’

While pursuing this, we have got a clear vision of where we want to go.

‘Morgen strives for a sustainable world through complete integration of sustainability in higher education.’

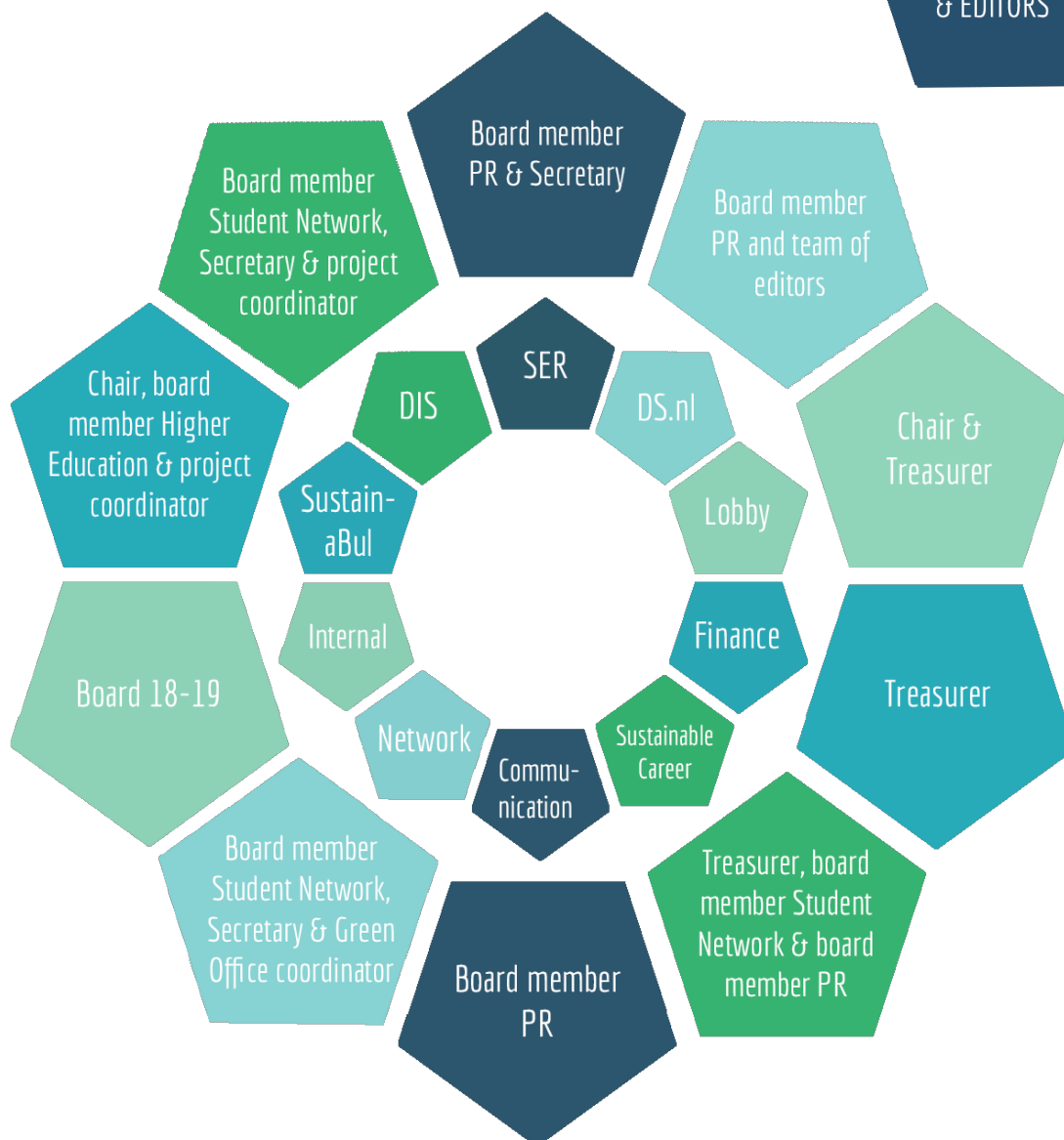
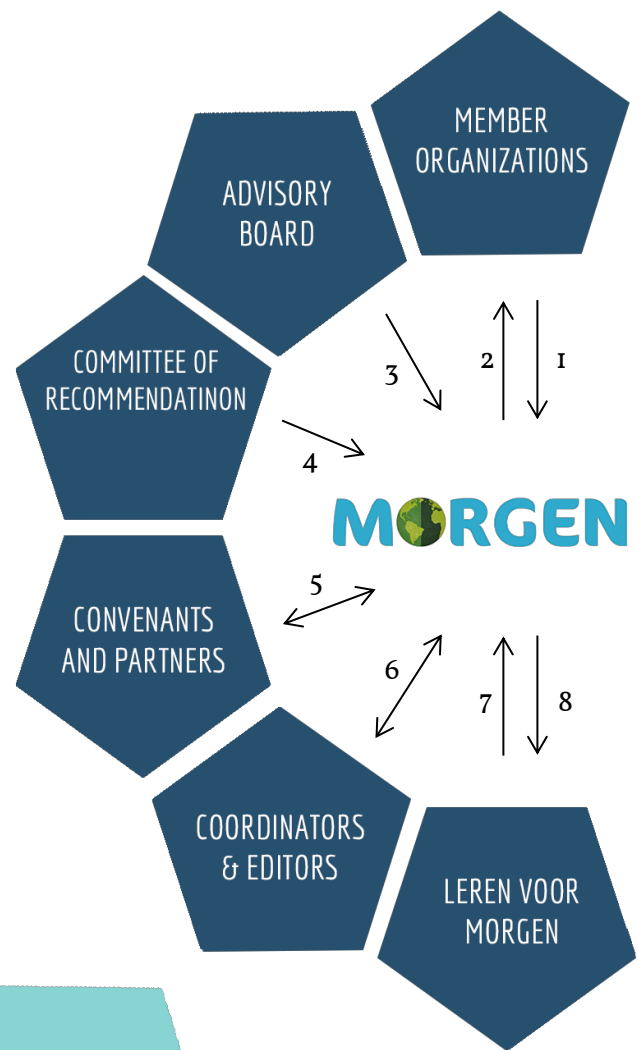
In other words, we try to make sustainability the norm in higher education.

Structure

To get a better understanding of Morgen, it is important to know about the structure of the organization (Figure 1, next page). As can be seen, the organization exists of six voluntary board members. The executive board consists of the chair, the secretary and the treasurer. The other three board members are more function specific. On the one hand, board member Higher Education focuses on the educational institutions. On the other hand, board member Student Network focuses on the member organizations that exist of students. Finally, board member Public Relations is responsible for all the external communication. Every board member has a number of projects in his/her portfolio and for several projects there are voluntary coordinators or editors (Figure 2, next page).

Figure 1 | Structure of Morgen

1. Collaboration
2. Network / help with becoming more sustainable
3. Solicited and unsolicited advice
4. Passive support
5. Collaboration
6. Close cooperation
7. Financial support
8. Breakthrough projects



**Figure 2 |
Organization
chart of Morgen /
role division**

Strategy

Next, the strategy of the organization should be elucidated, i.e. what we do to achieve our mission and vision. We try to achieve our mission and vision by executing the following strategies:

I

Organizing projects aimed at all students in the higher education system in the Netherlands

2

Organizing projects aimed at all higher education institutions

3

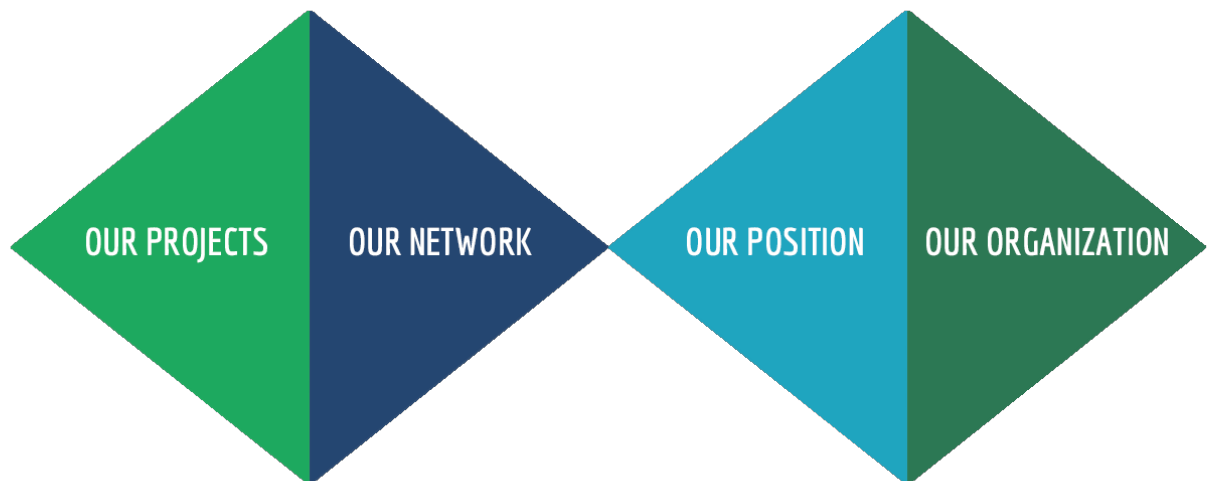
Being a networking organization for a selection of organizations aimed at students and sustainability in the higher education system

4

Supporting organizations that are the linkage between students and higher education

Goals for 2019

Finally, we will explain what our main focus will be this year and which goals we want to achieve. The four main goals in order to increase the impact and engrain the current position of our organisation are strengthening our projects, our network we represent, our position and our internal organisation. See next page.



STRENGTHENING



OUR PROJECTS

Professionalising and deepening projects and thereby enlarging the impact we create



OUR NETWORK

Increasing involvement and a better relationship with and joining forces with the network, allowing Morgen to be an even more relevant networking organization



OUR POSITION

Creating brand awareness and a professional look of Morgen, and reaching new target groups (that are not yet aware of embodying sustainability in their lives) as to increase the impact that Morgen will have



OUR ORGANIZATION

Enhancing the internal organization of Morgen in order to secure its continuity and professionalism, as to increase Morgen's impact

Reading guide

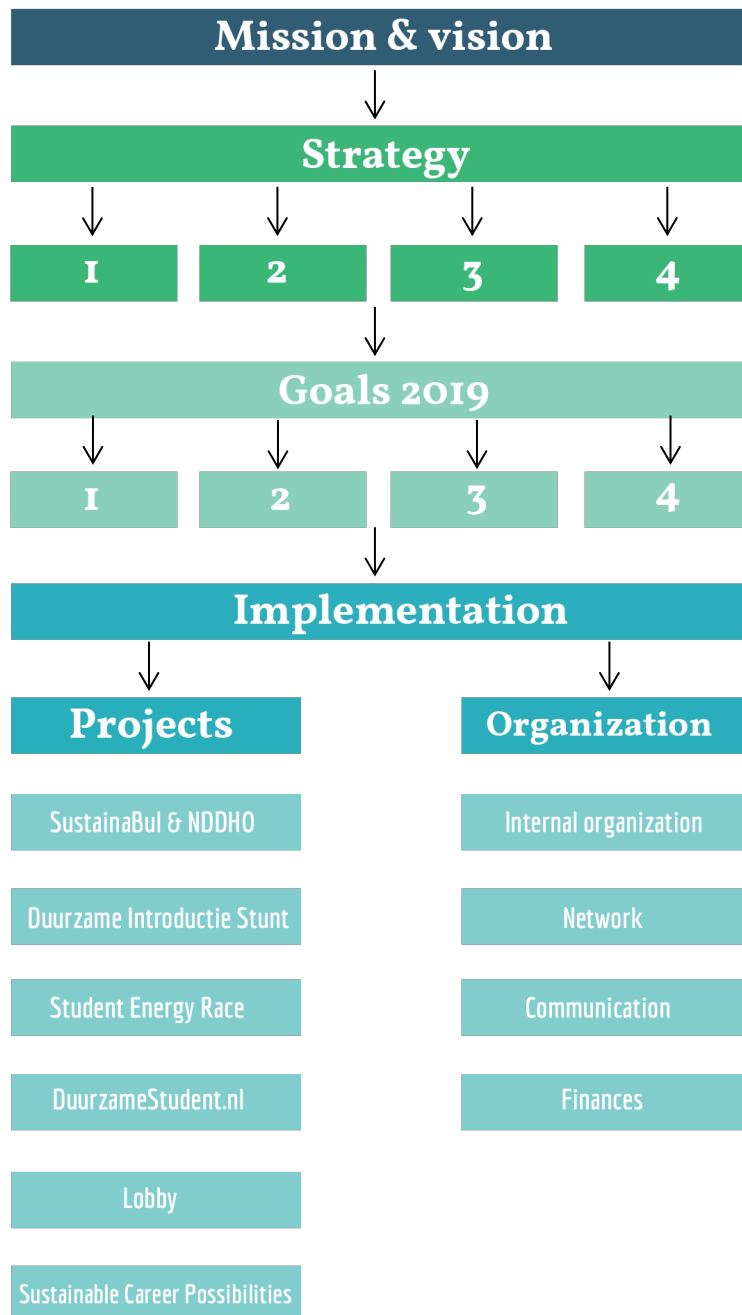
Now that the main goal of Morgen is clear and we have elaborated on our strategy and our main focus of 2019, it should be explained in more detail what we will do to reach these goals. Therefore, the plans for our projects will be presented first. These projects are: the SustainaBul and the National Day of Sustainability in Higher Education (NDDHO), the Sustainable Introduction Stunt (DIS), the Student Energy Race, DuurzameStudent.nl, the Lobby project and other sustainable career possibilities.

For every particular project we will inform you about the why, how and what, i.e. the reasoning behind the existence of the projects. After that, we will deliberate on the current situation, after which the goals for 2019 are presented. These are divided into two periods (P1 = January-June 2019, P2 = July-December 2019). This is to make the transfer of this organizational strategy to the next board more efficient. Subsequently, for every goal the plan of action is elaborated on.

After the projects, we will present our plans regarding activities that support Morgen as a whole: the internal organization, the external network, communication and finances. This will be done in the same manner in which we have presented the projects.

Roadmap

See the next page for the roadmap of this Organizational Strategy.



Projects of Morgen

The SustainaBul and the National Day of Sustainability in Higher Education (NDDHO)

| | |
|-------------|---|
| Why | We believe that higher education institutions are key players in the transition towards a sustainable society and that therefore they should become more sustainable. |
| How | By publicizing the performances of educational institutions with regards to their sustainability efforts. |
| What | A ranking of higher education institutions with regards to their sustainability efforts. |

Current situation

The SustainaBul as we have known it from 2012 onwards, has reached a certain limit in its growth due to which changes have to be made to make sure the SustainaBul does not lose its right of existence. Especially the last couple of years, the SustainaBul has received a lot of criticism from its participants: the higher educational institutions. The arguments that were heard most were the amount of time that was needed to fill out the questionnaire and the fact that there was no added value for the institutions that have participated on a regular basis. This is why the SustainaBul edition of 2019 has undergone some changes to meet the demands of the educational institutions halfway. Examples of these changes are lowering the number of questions from 30 to 20, and shifting the focus away from the ranking and more onto *best practices* already executed by institutions. Another example of this was the launch of a new platform which can be viewed at www.sustainabul.com. With regards to the SustainaBul edition of 2020 and further, no plans have been made as to if and/or how these editions will be executed. A plan for the SustainaBul 2020 and further will be created in P2.

Goals and plan of action

Period I

| Goal I | Plan of action |
|---|---|
| In the run up to the SustainaBul of 2019, a plan will be created for the future editions of the SustainaBul 2020 onwards. | <ul style="list-style-type: none">◆ With weekly meetings, the SustainaBul-team (i.e. two members of the board of Morgen and the SustainaBul-coordinator) will create this 2020 plan.◆ The SustainaBul-team will alternate the meetings' focus regarding the edition of 2019 the one week, and the edition(s) of 2020 the other week, to make sure both processes run smoothly. |

- ◆ There will be a panel meeting with different (external) parties with varying levels of commitment and involvement to discuss the future of the SustainaBul 2020 onwards editions.

Goal 2

Plan of action

The 2019 edition of the SustainaBul has (at least) 18 participants.

- ◆ In the weekly meetings of the SustainaBul-team, the process towards the minimum number of 18 participants will be supervised and accelerated when necessary to make sure the number of participants is at least 18 at the final deadline of February 15 2019.

Goal 3

Plan of action

The participants of the 2019 edition of the SustainaBul will be diverse, meaning a minimum of forty percent (40%) will be universities of applied sciences and of the total number of participants, there will be at least two institutions that have never participated in the SustainaBul before.

- ◆ The diversity of the types of institutions will also be overseen in the weekly meetings.
- ◆ To attract new participants for the SustainaBul of 2019, a price will be created that supports newcomers in their sustainability efforts. An example of this could be (series of) consults with an energy management consultancy agency such as Van Beek (they have indicated an interest in collaborating with the SustainaBul on this).

Goal 4

Plan of action

In the SustainaBul edition of 2019, every participating institution will bring forward at least three best practices of their sustainability efforts. These will then be focused on during the award ceremony.

- ◆ The questions of the 'integral approach' category of the questionnaire will be replaced by blank spaces to submit at least three best practices..

Period 1 + 2

Goal 1

Plan of action

In 2019, the SustainaBul will be endorsed by the national associations of Dutch Universities (VSNU) as well as universities of applied sciences (VH).

- ◆ The endorsing of the VSNU and VH on the SustainaBul will be achieved by going into conversation with both associations and trying to make the importance as well as the urgency clear to both associations.

Goal 2

Plan of action

In 2019, the contact with the Interstedelijk Studenten Overleg (ISO) will be intensified to obtain insight in the participation councils' (i.e. medezeggenschapsraden) opinions on the SustainaBul.

- ◆ The contact with the ISO will be intensified by organizing bimonthly meetings or phone calls with them.

Goal 3

Plan of action

For the further duration of the existence of the SustainaBul, Morgen will, regardless of the shape that the SustainaBul will eventually take, not completely lose the objective ranking and will continue to hold an award ceremony to distribute the degrees (i.e. *bullen*).

- ◆ The SustainaBul will keep its ranking by deciding on this in the weekly meetings.
- ◆ The award ceremony will continue to be held at the Dutch National Day of Sustainability in Higher Education (NDDHO). In order to maintain this, Morgen will also continue to be part of the program committee for the NDDHO.

Period 2

Goal 1

Plan of action

In the process up to the 2020 edition of the SustainaBul, a financial plan will be created on how the SustainaBul could generate revenue.

- ◆ The realization of this goal will also take place in the biweekly meetings of the SustainaBul-team on the SustainaBul of 2020 onwards.

Duurzame Introductie Stunt (DIS)

| | |
|-------------|--|
| Why | We believe that it is important for first-year students to get familiar with the concept of sustainability as they start their academic career and/or student life and that introduction activities, including the introduction weeks as a whole, become more sustainable. |
| How | By bringing this to the attention of the students in a playful manner during the introduction weeks. |
| What | Organizing a competition that is related to sustainability for introduction weeks and stunts which are organized by student associations and organizations. |

Current situation

The Sustainable Introduction Stunt (further referred to as DIS) has been growing since it was first organized in 2012. Almost all the introduction weeks are familiar with the DIS and have participated in the last edition. For the “Most Sustainable Stunt” price, in which student-associations and organizations take part, the number of participants remains low. The DIS does not live among the student associations as much as is preferred, which reduces the impact. Introduction weeks on the other hand have made a lot of progress stimulated by participating in the DIS.

Goals and plan of action

Period I

| Goal 1 | Plan of action |
|---|--|
| In the 2019 edition, the DIS has a minimum of 25 participating student associations (for the “Most Sustainable Stunt” price) in 10 different cities all over the Netherlands and all the introduction weeks would be participating. | <ul style="list-style-type: none">◆ The DIS 2019 is pitched at the Landelijke Kamer voor Verenigingen (LKV) during a general meeting at which 47 student associations are present. By this, more associations become familiar with the DIS and the added value of participating.◆ Morgen is present at the LOCI dinner in February at which all the committees are present that organize the introduction weeks.◆ Active recruiting of participants will be done by calling associations all over the country. |

| Goal 2 | Plan of action |
|---|---|
| In the 2019 edition, the DIS is organized in collaboration with a | <ul style="list-style-type: none">◆ The vacancy will be spread in February and the project coordinator will start at his/her position at the start of April.◆ Communication between the coordinator and board will be clear, as well as the task division. |

reliable project coordinator.

- ◆ (Personal) goals will be determined together and the board will have a supportive role towards the DIS 2019.

Goal 3

Plan of action

In the run-up to the DIS 2019, we are working on long-term partnerships through which the DIS can continue to grow in the future.

- ◆ Partnerships with GDO and Waka Waka will continue.
- ◆ ASN Bank will be approached for an additional partnership.
- ◆ Heineken was a sponsor during the DIS 2018 and will be asked for a long term partnership.
- ◆ By May 2019, the partnerships will be finalized.

Goal 4

Plan of action

A new logo for the DIS is implemented and a project plan is written.

- ◆ The current logo of the DIS will be replaced by a new, more attractive and timeless logo which can be used for the upcoming years.
- ◆ A clear project plan will also be written, with long term goals and possible ways in which the DIS can be organized in the future.

Period 2

Goal 1

Plan of action

At the award ceremony of the DIS 2019, 150 people are present and at least 20% of the guests will be part of one of our member organizations.

- ◆ The location of the award ceremony should be determined at an early stage.
- ◆ The contract should be signed no later than the end of July 2019.
- ◆ A possible collaboration with Heineken will be investigated.
- ◆ The invitations have to be sent out by mid-August 2019.
- ◆ The location and date should be communicated during the visits at the weeks and associations.
- ◆ Active inviting of member organizations should be done at the start of September 2019.

Goal 2

Plan of action

An evaluation has been made regarding the current set-up of the DIS meets the requirements for the future in terms of capacity.

- ◆ Since a goal is to let the DIS grow, the set-up has to be evaluated on the feasibility with the current capacity of the board and coordinator. The set-up for DIS 2020 can be changed according to the DIS project plan (see P1.4)

The Student Energy Race (SER)

| | |
|-------------|---|
| Why | We believe that if you want to change the behaviour of people regarding their energy consumption, you have to start at an early age. Students are an ideal target group, as they still are at an age at which habits can be changed and created with a great impact on their lives. |
| How | By engaging students in a playful but competitive contest focused on reducing energy consumption. |
| What | Co-organizing a competition between student houses from November until February with the aim of saving as much energy as possible. |

Current situation

The Student Energy Race (further mentioned as SER) is a project initially organized by student housing companies DUWO and Kences. The SER of 2018-2019 has student houses participating in seven student cities. The goal of the project is to make students more aware of their energy consumption and to motivate them to reduce their consumption. The 2018-2019 edition of the SER is the first Morgen helps organizing. The end goal of co-organizing the SER is to make it a race organized for and by students with Morgen playing a leading role in this project.

Goals and plan of action

Period I

| Goal 1 | Plan of action |
|--|--|
| For the upcoming edition of the SER there are at least 20 member organizations which know about the SER and actively play a role in recruiting participants. | <ul style="list-style-type: none">◆ Morgen will organize a Student Energy Race information session in which all member organizations will be invited and at least 20 of the invitees are present.◆ The meeting will be organized at the end of March, after the final results of the SER 2018-2019.◆ The interested member organizations will not only be able to make a direct impact in the energy consumption of their home city, they will also work on a national-wide competition. |
| Goal 2 | Plan of action |
| Morgen will retain its position in the leading committee of the SER and thereby retain its activities. | <ul style="list-style-type: none">◆ Morgen will deliver high quality work during the SER 2018-2019.◆ Morgen will be present at all the evaluation meetings so we can show our willingness to continue with the SER. |

| Goal 3 | Plan of action |
|--|--|
| Morgen will find a sponsor/multiple sponsors for a minimum contribution of €4.000. | <ul style="list-style-type: none"> ◆ The sponsors will be recruited by getting into contact with at least 3 companies which have a connection with energy as well as an interest in sustainability. |

| Goal 4 | Plan of action |
|---|--|
| Morgen has found a project coordinator which will help Morgen with organizing the SER in 2019-2020. | <ul style="list-style-type: none"> ◆ First, the Student Energy Coaches involved in the SER 2018-2019 will be asked to become a project coordinator of the SER 2019-2020. ◆ If this cannot be realized before the end of April, then another normal vacancy will be spread via our different means of communication e.g. Facebook, newsletter and LinkedIn. |

Period 2

| Goal 1 | Plan of action |
|---|---|
| Before the first of October of 2019 Morgen has a Dutch speaking Student Energy Coach for each participating city in the SER of 2019-2020. | <ul style="list-style-type: none"> ◆ Morgen will start to recruit Student Energy Coaches at the beginning of August. |

| Goal 2 | Plan of action |
|--|--|
| Morgen will continue to engage its member organizations with the recruitment of participating houses and use their expertise to further professionalize the SER. | <ul style="list-style-type: none"> ◆ It turns out that achieving more participation requires time and effort to keep our member organizations involved. If it turns out that the member organizations are interested in the race, they will receive a monthly update of the SER. ◆ The member organizations will be asked to help Morgen with improving the second workshop, recruit potential Student Energy Coaches for the SER 2019-2020 and to help Morgen find ways to support the student houses in saving energy. |

| Goal 3 | Plan of action |
|--|---|
| In order that the SER remains to be a beneficial | <ul style="list-style-type: none"> ◆ The new budget of the SER 2019-2020 needs to be well supported by the experiences of 2018-2019. |

project for Morgen, the aim is to receive at least €12.000 of the SER's budget for the execution of our organizational role and corresponding activities.

- ◆ The new board should be able to, on the basis of the experiences of the board of 2018-2019, argue why we deserve at least an additional €4.000.

DuurzameStudent.nl

| | |
|-------------|---|
| Why | We believe public knowledge sharing and inspiration regarding sustainability is important to create a sustainable future. |
| How | Facilitate a platform on which students can share their vision on sustainable topics. |
| What | Online magazine DuurzameStudent.nl |

Current situation

DuurzameStudent.nl is an online platform made by and for students. In the articles on this website, the editors give their own view on - mainly - ecological themes and, by doing so, aim to help other students in making conscious choices regarding their studies, career and lifestyle. In December 2018, two new chief editors were appointed. DuurzameStudent.nl has a reach of an average of 6.000 unique visitors each month, which makes DuurzameStudent.nl a high potential platform.. However, in the past year, Morgen has seen a decline in commitment among the other editors. Also, opportunities to establish a revenue model are not explored in depth and utilized.

Goals and plan of action

Period I

| Goal I | Plan of action |
|--|--|
| DuurzameStudent.nl earns €50 per month, to ensure that the costs incurred by Morgen for DuurzameStudent.nl can be paid with the income from DuurzameStudent.nl itself. | <ul style="list-style-type: none">◆ An online calendar on DuurzameStudent.nl is launched in which events of companies and organizations could gain exposure in exchange for payment (also possible in combination with a blogpost to gain even more exposure). The recruitment for events and management of the calendar are both tasks executed by the chief editors of DuurzameStudent.nl.◆ A partnership with Vereniging voor Milieuprofessionals (which translates to 'Association for Environment Professionals') is entered. This partnership means that DuurzameStudent.nl helps VVM - in exchange for payment - to find new members of their association by creating branded content. |

Period 2

Goal 1

Plan of action

DuurzameStudent.nl earns €100 per month, which is still not enough to cover all the costs of DuurzameStudent.nl, but is at least a realistic goal.

- ◆ By making sure the calendar works correctly and is attractive for external parties and thus can create positive word of mouth, the calendar can become a revenue stream of at least € 100 per month. Of course, an active role of the chief editors is indispensable for the success of this calendar.
- ◆ Again, the partnership with VVM is a second way to succeed in this goal. This time by creating branded content that is more attractive to the target audience, based on the experiences during the first half of 2019.

Goal 2

Plan of action

The editors of Duurzame Student.nl show more commitment by uploading one article per month.

- ◆ The chief editors should have more personal contact with the editor team.
- ◆ Morgen has to take a more prominent role and show that the editors are appreciated for their hard work, by organizing a training or event.

Goal 3

Plan of action

The editor team of DuurzameStudent.nl consists of at least 20 editors.

- ◆ A vacancy will be placed and this will be promoted (paid) on Facebook.
- ◆ The editor team needs to be encouraged to approach potential editors within their own social or professional network.

Goal 4

Plan of action

At least one study program in Journalism is linked to Duurzame Student.nl and helps to contribute to the platform to increase the quality of the platform.

- ◆ The chief editors of DuurzameStudent.nl need to approach various study programs in Journalism.
- ◆ They need to schedule meetings with the study programs and make sure the collaboration is also beneficial for the study program and fits in its curriculum.

Lobby project

| | |
|-------------|---|
| Why | We believe that politicians are in need of an eye-opener to see how much still needs to be done regarding integration of sustainability in education. |
| How | By providing valid information which will give politicians this insight. |
| What | Helping the JKB, JMA and youth representatives with a research on the integration of sustainability in class materials in secondary schools. |

Current situation

In 2014, the treaty 'Sustainability in Education' (Verdrag Duurzaamheid in het Onderwijs) was signed by a majority of the parliament and the submitted motion was adopted in 2015. The ministry of Education, Culture and Science (OCW) promised to take action, but unfortunately little was done to achieve the goal of integrating sustainability in education. Together with J4 (which includes Jonge Klimaatbeweging, Jongeren Milieu Actief, NJR (the youth representatives to the United Nations) and Morgen), a plan was constructed to conduct research focussed on class materials of secondary school. It will be investigated how and if sustainability is integrated in class materials. By investigating the options to pursue the shared goal of J4 (making education more sustainable), it seemed most effective to do a research focusing on secondary schools, because this is where future students gain knowledge which they use to make decisions about their further education or career. To make sustainable decisions, sustainability needs to be integrated in their lessons and class materials. The results of this research will be used to show politicians (the target audience in this case) how much still should be done in order to integrate sustainability in education. This plan is initiated in 2018 and it will be executed in 2019. It will be partly financed by the Cooperation Leren voor Morgen, since it is assigned as one of their 'break-through projects'. However, one of the conditions of a 'break-through project' is that one third of the budget has to be our own contribution (shared with the other J4-parties), or funded by external parties.

Morgen will play one of the coordinating roles in this research, but will not execute the research itself, because the focus of the research (secondary school) is not the main target group of Morgen. Secondary school, however, is where important decisions will be made and where future students will be formed. That is why this project is included in the Organizational Strategy. The amount of time and effort we will be putting in will be monitored.

Goals and plan of action

See next page.

Period 1

Goal 1

Plan of action

Before the end of January 2019, a timeline is developed in which a plan of action for the execution of the research is constructed.

- ◆ In January, a kick-off meeting to develop a timeline will be organized with all J4 parties to make decisions about the plan of action and to divide tasks.

Goal 2

Plan of action

In line with this timeline, a research agency is hired to do the research.

- ◆ To hire a research agency, several different research agencies (e.g. Profundo), will be contacted and we will send them our research design.
- ◆ The research agency will be paid by the financing of Leren voor Morgen.

Goal 3

Plan of action

In line with this timeline, an external party has agreed to sponsor €3.000,-.

- ◆ Different organizations and firms (among others the research agency itself) will be approached with the question to sponsor our project.
- ◆ An appealing sponsor request will be constructed, in which as many benefits for the sponsoring party as possible will be presented/listed.

Goal 4

Plan of action

In June 2019, the results of the research are published.

- ◆ In order to achieve this, there will be structural meetings with the J4 and clear agreements will be made about the role of the research agency, Morgen and the other parties.
- ◆ The role of Morgen will be monitored to be sure we will not lose sight of our main goals and main target audience.

Period 2

Goal 4

Plan of action

When the project is finished, it is evaluated.

- ◆ An evaluation with the other J4 members is organized to evaluate the research, and in particular the impact it have had on politicians.
- ◆ With the insights of this evaluation, further plans will be devised, to continue lobbying for integration of sustainability in education.

Sustainable Career Possibilities

| | |
|-------------|--|
| Why | We believe that students need to be aware about the possibilities and opportunities for a sustainable career. |
| How | By helping them to get in touch with companies that have affinity with sustainability. |
| What | Be present at and help organizing the Sustainability Career Event, be a part of SpringTalents and organize inhouse-days with companies within the sustainability sector. |

Current situation

Morgen currently has no contact with companies that have a strong interest in sustainability and are looking for students in this field. Morgen has a passive attitude towards promoting sustainability career possibilities towards students, and also a passive attitude towards SpringTalents, even though there is an official partnership between Morgen and Sustainable Motion. Morgen has not organized inhouse-days in the year of 2018, although we have had some requests from students, which indicated that there is a demand for this.

Goals and plan of action

Period I

| Goal I | Plan of action |
|--|--|
| Morgen has organized at least one inhouse day and has had contact about possible inhouse days with at least ten companies. | <ul style="list-style-type: none">◆ Morgen will make a list of the most important companies in the field of sustainability and approach them.◆ Morgen will propose a collaboration with these companies and organize at least one inhouse day, using its student network to make sure talented students will sign up/participate for the companies. |

Period I + 2

| Goal I | Plan of action |
|--|--|
| Morgen continues their involvement with the organization of the Sustainability Career Event. | <ul style="list-style-type: none">◆ Morgen will keep in contact with Sustainable Motion by emailing about the organization of Sustainability Career Event and attend and assist the edition in 2020 as well. |

Period 2

Goal 1

Plan of action

Morgen organizes an inhouse day every other month.

- ◆ Contact with the companies must be regular, for example by planning a meeting or phone calls, and organizing an inhouse day every two months in order to keep the contact between Morgen, the companies and the students vivid.

Morgen specific plans

Internal organization

Current situation

The internal organization of Morgen as it is now, leads to an open atmosphere and good cooperation and communication between the board members. However, there is always room to improve. Within the organization there are three themes that should be addressed: 1) the communication between the board members, 2) the professionalization of Morgen and 3) the board transfer.

- 1) Currently, the board meets at least once a week for a meeting. Besides the weekly meeting, board members see each other occasionally. However, no official one-on-one evaluation meetings are organized yet. This could be a disadvantage, because people may not know from each other how they feel and how they think about the functioning of the team.
- 2) Professionalization remains a point of focus, as some things could be handled even more professionally.
- 3) Last but not least, there is room for improvement regarding the board transfer. A lot of knowledge will be lost if the board changes. It should be an improvement if there would be more transfer documents, so that it would be easier to achieve even more as a new board. It would take less time to figure out how Morgen as an organization operates and how projects should be executed.

These three themes ask for improvement and that is why we have set ourselves the following goals for 2019.

Goals and plan of action

Period I + 2

| Goal I | Plan of action |
|--|---|
| Bi-monthly one-on-one conversations will take place to encourage open communication. | <ul style="list-style-type: none">◆ The chair will organize bi-monthly one-on-one conversations with all board members.◆ During these conversations, it will be discussed how the board member feels in general, how he/she feels within the team and what specific things he/she likes and does not like.◆ Besides the one-on-one conversations with the chair, it will also be more stimulated to organize one-on-one conversations between other board members. This ensures a better relationship and more open communication within the board. |

Goal 2**Plan of action**

A higher level of professionalization will be achieved, in order to be taken more seriously, by getting all Morgen board members to adhere to the guidelines on the professionalization of our organization.

- ◆ A document with guidelines that should be adhered to by every board member, will be created. This document includes guidelines on how to be consistent, how to send documents to external parties and how to send emails to several people at once.
- ◆ The most important guideline that should be adhered to is related to sending important emails and documents. These should be checked by other board members before sending them to external parties.

Goal 3**Plan of action**

Before the new board takes over, for every project there will be a roadmap and for every particular board member there will be a transfer document. The transfer documents and the roadmaps of each project need to be reviewed every year.

- ◆ In order to be able to give the new board more information and more documents that they can use, a roadmap for every project is made. This will not only be done when the project is already finished, but also when it is still in progress.
- ◆ Every board member will actively keep notes about their tasks and the difficulties they face.
- ◆ In the end, all these notes will be put together, so that every new board member has their own 'guide'.

Goal 4**Plan of action**

Every board member will write a function-specific monthly report that includes the extent to which the goals, formulated in this organizational strategy, are achieved.

- ◆ In order to keep track of whether our goals have been achieved or not and the reason for this (lack of) achievement, monthly reports are written.
- ◆ Every board member will report on what he/she has done and how this contributed to the goals that are set. This makes it easier to see where we stand regarding our organizational strategic plan and where improvements can still be made. It will also help the new board to reflect on the first half year, especially when writing the annual report.

The network of Morgen, including General Assemblies and member organizations

Current situation

Morgen currently has 35 member organizations, located in 15 cities across the Netherlands. Of these 35 organizations, 14 are Green Offices. The other organizations are study associations and other sustainability initiatives run by students. The nature of these 35 member organizations differs, but their shared objective is moving towards a more sustainable world. Students are important in this transition. The collaboration between our members is minimal and Morgen aims to connect them. The Board member Student Network focuses on bringing all member organizations together, whereas the Green Office Coordinator is responsible for even more collaboration between the Green Offices. At the General Assembly (GA), the members have an opportunity to connect and exchange ideas and challenges. However, the attendance at the GAs is low.

Goals and plan of action

Period I

| Goal 1 | Plan of action |
|---|--|
| Every member organization is informed about the possible added value of being a member of Morgen's network by the end of the board year 2018-2019 | <ul style="list-style-type: none">◆ The added value of Morgen will be discussed at the face to face meetings that will be planned for the first quarter of 2019.◆ All member organizations will be asked what they would like Morgen to be for them and how Morgen should be involved within their organization.◆ The added value will be unique for every member organization and will be communicated to the next board.◆ Preferences of members will be taken into account for the future.◆ To check whether this goal is reached, a questionnaire will be send to all the member organizations at the end of PI. |
| Goal 2 | Plan of action |
| At the end of PI, it is clear to us what the added value of our professional network is. | <ul style="list-style-type: none">◆ A list of our professional network organizations is established and why Morgen collaborates with each of them is evaluated.◆ Organizations with no added value will not be part of our professional network anymore. |

Goal 3**Plan of action**

During P1, the relation with the old board members and the Committee of Recommendation is strengthened by offline events.

- ◆ All old board members are invited for the New Years Drinks in January. The policy plans are presented and input of old members is asked. By organizing a get together for old board members we believe the distance is reduced and asking for help and experiences is more likely to occur.
- ◆ For the Committee of Recommendation, a lunch with the board is organized to exchange plans, ideas and ambitions.

Period I + 2**Goal 1****Plan of action**

The distance between Morgen and her member organizations is reduced by making sure Morgen has monthly contact with each member.

- ◆ At the face to face meetings (see P1), it is asked how the members would like to stay in touch.
- ◆ The Green Office Coordinator and Board member Student Network will contact the member organizations on a monthly base by phone or personal email contact. This contact moment does not necessarily have to be long in terms of time, but could be a quick phone call every 5th of the month if that is preferred by the member organization. By this, the contact remains personal and challenges can be overcome together within a short time frame (if possible).

Goal 2**Plan of action**

During the General Assemblies from January 2019 onwards an extra informal moment for members to connect is scheduled.

- ◆ Before the actual GA starts, an informal moment is planned during which member organizations can talk and meet each other. This moment could be during dinner for example. By building in such a moment, the distance between them is reduced and during the GAs input is more likely to be obtained by having a more personal relation between the members.

Goal 3**Plan of action**

By organizing a workshop as part of the GA program, at least 40% of the member organizations is present at the GAs.

- ◆ To encourage members to come to GAs, a workshop is organized that can be attended at voluntary base.
- ◆ The completion of the workshop will differ per GA, but will be interesting and instructive for all members.

Communication

Current situation

The communication of Morgen is now characterized by regular updates via the social media channels; Instagram, Facebook, Twitter and LinkedIn. Also, a monthly newsletter is sent and every two months a press release is sent. Many improvements can still be made, however, in the communication with the member organizations and the communication in English.

Period 1

| Goal 1 | Plan of action |
|---|---|
| Half of all member organizations (17 organizations) have added at least one activity each month to the online calendar on the Morgen website. | <ul style="list-style-type: none">◆ An online calendar at the Morgen website is launched, in order to give every member organization the opportunity to add events by logging in.◆ The calendar will be announced at the GAs and reminders will be sent via the newsletter and by the board member Student Network and the Green Office Coordinator to keep the calendar up to date. |
| Goal 2 | Plan of action |
| At least three ways have been developed to make Morgen more accessible to English-speaking member organizations. | <ul style="list-style-type: none">◆ Accessibility for English speaking members is improved by the development of an English version of the website, an English newsletter and an English factsheet. |

Period 2

| Goal 1 | Plan of action |
|--|--|
| All member organizations that organize activities monthly, will add at least one activity each month to the online calendar on the Morgen website, if this activity is relevant and accessible for external parties. | <ul style="list-style-type: none">◆ By continuously the activities in the calendar in the Morgen newsletter and by sending ongoing reminders to add events to the calendar, this goal can be achieved. |

Finances

Current situation

Morgen has no accountant and has no budget to hire one. Currently there is no consistency in the Board transfers which makes it impossible for the treasurer to create a complete insight in the financial rights and obligations, an example of this shortcoming is that record keeping cannot be done neatly. . The income of Morgen is based on sponsors such as Cooperation Leren voor Morgen and Gemeente voor Duurzame Ontwikkeling (GDO) and it does not give Morgen the right amount of financial security that it needs. The budget of 2018 included several income stream that have not been realized at the end of 2018.

Goals and plan of action

Period I

| Goal 1 | Plan of action |
|---|---|
| Morgen will include social services in the yearly program in order to generate another revenue stream. Social services in the Morgen program are examined to generate another revenue stream. | <ul style="list-style-type: none">◆ A pilot, under the direction of NJR, will be executed to see how social services could contribute to the voluntary involvement of youth in societal organizations. In 2019, Morgen will join this pilot and will 'hire' at least two volunteers.◆ For these volunteers, specific functions will be created. For every volunteer, Morgen will receive 300,- per month, of which 100,- will go to the volunteer.◆ After this pilot, Morgen will decide whether participating in this project will be continued in the future. |
| Goal 2 | Plan of action |
| Morgen has found a financial partner that can ensure of the financial security of Morgen, or a 'fundraiser' that contributes to the financial independence of Morgen. | <ul style="list-style-type: none">◆ Morgen will approach more organizations and companies that could help each other mutually, and find one specific organization that could sponsor Morgen annually.◆ For example, Morgen could approach an organization by emailing or calling. This organization could be for example one that wants to improve sustainability in more (higher education) study programs. Morgen can provide the student network and the contacts with study associations. |

Period I + 2

Goal 1

Plan of action

The financial situation of Morgen is stable, which means the expenses are equal or less than the income.

- ◆ All budgeted income streams must be realized and there must be little deviations in the expenses.
- ◆ In order to establish this, the treasurer must have a clear and systematic overview of all the finances by making use of bookkeeping correctly and notify his/her colleagues about all progresses of the budget.

Goal 2

Plan of action

A way to accelerate the transition to more insight in the financial rights and obligations is found, for example concerning the accounting system.

- ◆ The treasurer of Morgen must have all the knowledge needed to deal with the finances of an organization.
- ◆ This will be established by providing the treasurer with a crash course on online accountancy, which will provide an adequate start in getting the best insight in the financial rights and obligations of an organization.
- ◆ The treasurer ensures that the KasCo is more involved and connected to Morgen by regular meetings and update sharing.

Concluding words

Specific, measurable and to the point. That is what this organizational strategy document has aimed to be. Based upon SMART goals and the documents made by the previous boards, we, as board 2018-2019, have reflected on our current situation, what we are going to achieve and what we envision for our successors to do when they take over. We want to thank our predecessors for the amount of dreams and inspiration they left behind, the advisory council for providing guidance during the writing process of this organizational strategy document and you, as a reader, for giving us the honour of having read our document. We hope to have painted a clear picture in your mind as to what our plans are, but foremostly on what we want to and will achieve in the upcoming year. Please feel free to get to know us better and to be kept in the loop of what we do at www.studentenvoormorgen.nl or via [Facebook](#), [Instagram](#) and [Twitter](#).



Britte Rijk
Chair



Marlies Meindersma
Secretary



Sheline Kap
Treasurer



Shanice Campbell
Higher Education



Lieke Smets
Public Relations



Cathelijne Stickers
Student Network

MORGEN

