



Multiannual plan 2023-2029

With additions of the 65th board

SVTN "J.D. van der Waals"

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1. MANUAL

The multiannual plan of SVTN "J.D van der Waals" (hereinafter referred to as Van der Waals) is a tool to create continuity in the policies of consecutive boards. This manual contains an explanation of how to interpret and use the multiannual plan. This document is the second iteration of the multiannual plan containing goals for the period 2023-2029. The first iteration of the multiannual plan has been evaluated and goals have either been moved to the association policy if completed, been removed at all if deemed irrelevant, or been moved to a future step if not completed and still relevant. Furthermore, new goals have been added. These goals are formulated during the academic year of 2022-2023, but are by no means final. No one can predict the future, neither can we. Therefore, evaluation is one of the most important concepts of this plan.

1.1. USAGE OF THE MULTIANNUAL PLAN

The setup of the multiannual plan is displayed in figure 1. The important subjects within Van der Waals are divided into four pillars, namely: Atmosphere, Organizational, External and Board. All four pillars are in their turn divided into subjects. For every subject a 'vision' is formulated, that portrays what is considered the ideal outcome for the subject. This can be quite broad and inspiring and is what our association should strive for, even if it is often not entirely possible to fully achieve. Within the subjects, more precise and realisable steps have been defined that, when achieved, will bring us closer to reaching our vision. Every step is accompanied by an explanation of why this step is important and occasionally a possible way to perform the step. These ways of performance are only examples and often used for clarification of the step. Future boards do not have to accomplish the step in the way that is suggested. This allows for space to handle the steps in a way that fits the executing board and the association best at the time of execution. It is good to note that there is variation in how precisely defined the steps already are. For some subjects there are clear goals and for others subjects the goals have to be specified in a future version of the multiannual plan.

The defined steps are split into two sets with different levels of priority, which are ordered chronologically. To give boards some freedom in their planning and priorities, the time frame in which the sets need to be completed is three years. This means that the first set of steps should be accomplished in 2026 (at the end of board year 2025-2026). The second set of steps is to be accomplished in 2029. Sometimes multiple steps regarding one subject are urgent and should all be achieved within three years. When this is the case, they are numbered as 1a, 1b, etc. This ensures that all steps with priority will be executed in the near future. An overview of all subjects and steps per pillar can be found in the Appendix.

This multiannual plan is written in addition to the association policy. In that policy, the current status of the association is elaborated on. When a certain step of the multiannual plan that needs to be monitored, has been successfully achieved by the board, it can be included in the association policy. This encourages future boards to keep working on this point and explains the general approach within our association. This means that when evaluating the multiannual plan after each board year, decisions need to be made on what executed subjects should be included in the association policy.

For each pillar, an overview table has been made that contains all subjects and steps. After each board year, these tables need to be updated, making steps that have been worked on bold and underlining the steps that have been fully accomplished. Furthermore, a short piece of text should be added elaborating on how the step is approached. For example, an advice for future years could be the outcome or an added part in the association policy. In this way, there is a clear overview on which steps of the multiannual plan have been completed and in what way.

Every year, the candidate board should go over the multiannual plan while writing their board policy. They look at which steps they want to accomplish and include them in their policy. On average, this would be ten steps. However, it is also possible for a board to focus more on bigger steps and thereby to include less steps in their policy. The boards have the freedom to handle the steps in the way they prefer. At the beginning, the first set of steps will have priority since they need to be accomplished in 2026. If the board feels the need to already start working on long term steps, they are free to do so. However, they should keep in mind that the first steps are more urgent. It is the responsibility of the GA to check whether the consecutive boards are on track to finish all steps before the desired deadline. After a year, during the transfer GA, the board is expected to go over the steps of the multiannual plan they included in their policy and evaluate whether they have been accomplished successfully. The AdCo should also take a proactive role in this. They can give advice before a GA and help the board with evaluating the points of the multiannual plan. They should also keep an eye on the subjects throughout the year.

1.2. EVALUATION

After three years, the whole multiannual plan should be evaluated and revised. It is wise to start a committee for this at the start of the academic year 2025-2026. At the end of that year, it is expected that all steps formulated for the first three years have been accomplished, however, it is also possible that this was too much. Questions that can be asked during this evaluation are: What is the reason some steps are not accomplished? Are we satisfied with how the steps are accomplished? Should new steps be formulated? Should we think of new themes? Is 10 steps per year the correct amount? Next to that, it can be looked at whether the steps of the coming three years are still applicable, achievable and whether they should be more specified. At the end of that board year, the evaluation and updated version of the multiannual plan can be presented during the GA of May, such that the next candidate board can take it into account when writing their policy.

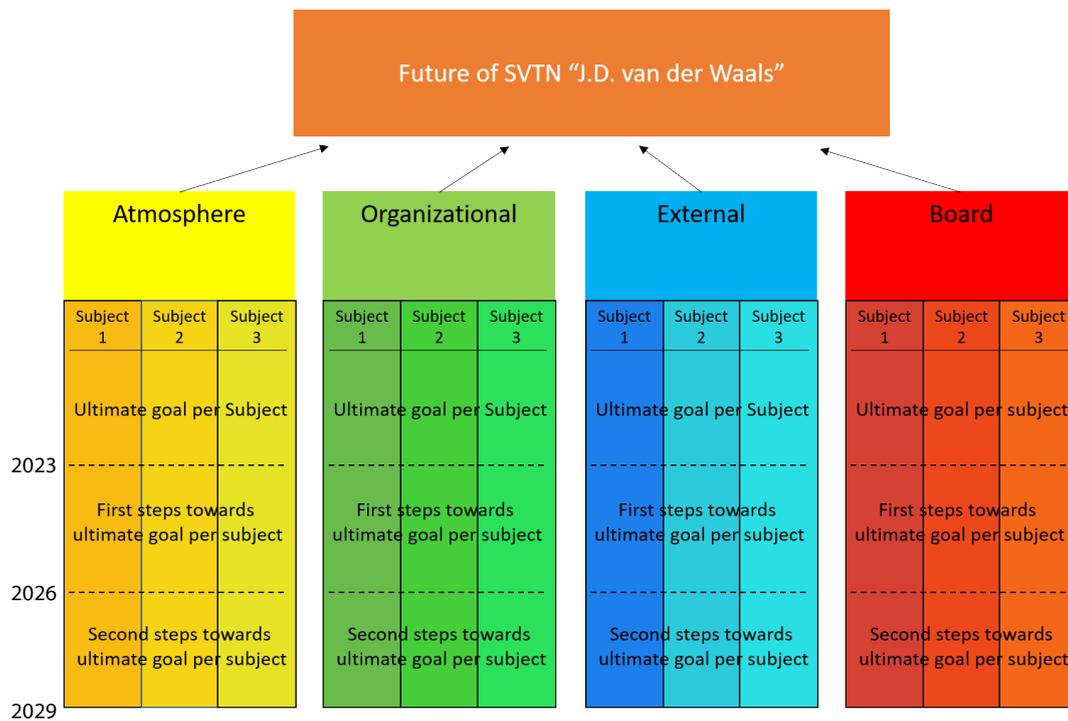


Figure 1: Visual overview of the setup of the multiannual plan

2. ATMOSPHERE

70 This pillar contains the themes that contribute to the general atmosphere of Van der Waals. It contains themes such as well-being and digitization, but also members' expectations. A good atmosphere is vital for a well running association. Not only for the board, but for all members.

Atmosphere			
	MEMBER INVOLVEMENT	WELL-BEING	SUSTAINABILITY
Vision	Van der Waals is welcoming to all members and alle members enjoy being part of the association.	Every member feels comfortable at Van der Waals and all members know where to get help within and outside of the association.	Van der Waals is critical about her environmental impact and takes steps towards achieving her sustainability goals.
2023-2026	1a. The influence of Van der Waals on all her members are clearly defined. 1b. The offered activities match members' needs.	1a. Every member is aware where to get help for personal problems. 1b. Van der Waals formulates and correctly implements a code of conduct. 1c. There is a pleasant working atmosphere in all committees.	1a. Van der Waals researches and is aware of her own environmental impact. 1b. Van der Waals makes a future-proof sustainability plan to lower her environmental impact.
2026-2029	2a. Every member can be involved in the association in a way that they find comfortable. 2b. All members know what Van der Waals has to offer.	There is a place for every member at Van der Waals.	Van der Waals executes the plan as formulated in step 1b.

2.1. MEMBER INVOLVEMENT

75 Members pay a contribution fee, therefore, they should be able to make use of our association. The purpose of Van der Waals is to be of use for her members, and good member involvement is an indicator of success in this department. Besides, the association is run by members, such that the involvement

of members is necessary. This section describes the role of Van der Waals, what members expect of her and what Van der Waals has to offer.

Over the past couple of years, the number of students enrolled in the study Applied Physics (AP) at the TU/e has stayed relatively constant. The total number of members and the number of active members has also stayed constant. At the moment of writing, summer 2023, the influx of Applied Physics students seems to have become stable, which can be seen in figure 2. Furthermore, the number of Dutch students is decreasing, while the number of international students is increasing. This can be seen in figure 3.

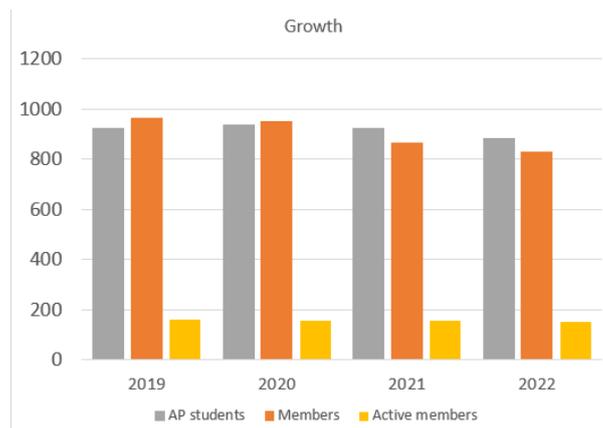


Figure 2: Graphs with the number of students within Applied Physics, Van der Waals and the active members of Van der Waals.

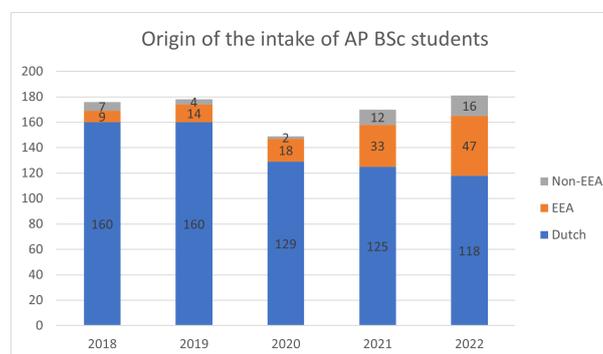


Figure 3: Origin of the intake of AP BSc students, taken from the annual report BSc of the department of Applied Physics 2018-2022.

85 **Vision: Van der Waals is welcoming to all members and all members enjoy being part of the association**

All members should feel that they can become active in the association in a way that is enjoyable and of value for them. Van der Waals can influence the personal development, be it educational, social or professional, of its members. We would like to be an association where every type of member can develop him- or herself in a positive manner, for example through committees, professional trainings,

90

career development, social activities, or simply finding help with studying. The ultimate goal is that the association is welcoming for all members.

Step 1a: The influence of Van der Waals on all her members are clearly defined

As the different types of members of Van der Waals are already defined in the association policy, an overview can be made of what the exact influence of Van der Waals is and should be on them. It is important to note that members can be part of multiple groups, and more groups can be defined if deemed necessary. Internationals should also be included as a separate group, as they might have different needs and wants.

This step is considered fulfilled when a proper investigation has been performed. A document should be written with the results in the form of an overview of the influence of Van der Waals on her different types of members. This will in the end ensure that we can optimise the ways all members can benefit from the association.

Step 1b: The offered activities and experiences match members' needs

Currently, Van der Waals opens up many possibilities for her members, for example helping them with career orientation, finding study support or getting social experience, or creating the opportunity to perform committee work or even fulfilling a board position. When the needs of all types of members have been investigated as explained in the section above, the types of activities Van der Waals organises and possibilities she offers can be matched to them. It is possible that certain activities should be organized in a higher frequency, or that more attention should be paid to a certain part of personal development.

Van der Waals should critically look at all activities that she organises and which types of activities are not covered (enough) or organised too often. This also relates to evaluating the committees, see Organizational (Section 3.2.). Committees should not be limited in their freedom to organize activities they enjoy organising, but they should think more about the accessibility, quality and desirability of their activities, and base their expectations on the overview of members' needs. In this way, only activities are organized that are of added value to (some of the) members. Of course, this also counts for fraternities and sororities, and board activities.

Step 2a: Every member can be involved in the association in a way that they find comfortable

Van der Waals is an association with a lot of different members. These different kinds of members often have different needs and wants in their involvement in the association. Some members like to be quite active in the association while others merely like to visit an activity once in a while. Van der Waals needs to make sure that every member can be involved in the association in a way that they find comfortable, be this in a very active or more inactive way. Currently Van der Waals offers a lot of opportunities for members to be a part of the association. Every member should have the opportunity to find out how

they can be part of the association in a way that they find enjoyable.

In order to reach this goal first of all we need to know what different kind of members there are within Van der Waals and how these kinds of members enjoy being active in the association. This is something
130 that we should know once we have redefined the influence Van der Waals has on all of its members. We then need to make sure that there are different ways in which members can be active in the association and that members are aware of these opportunities.

Step 2b: All members know what Van der Waals has to offer

All members must know what the association has to offer to find out in which target group(s) they
135 feel comfortable. A possible way to improve this is by evaluating the current method by which Van der Waals communicates with her different types of members and promotes herself. After this, new communication methods can be tested that reach a broader range of Applied Physics students, or target certain groups more effectively. The goal of implementing new methods is that all different types of members are aware of what the association has to offer. When this is clear and well defined,
140 all members know how Van der Waals can help them develop themselves in some way. In the end, all members are aware of what Van der Waals has to offer, and are approached in the most effective manner.

2.2. WELL-BEING

Well-being is an important topic that gets increasingly much attention, not only within companies and
145 organizations, but also for individuals and thereby our association. Board well-being is also an important topic, which mostly is about a good workload division, atmosphere, and collaboration within the board. This is more extensively explained in Board (Section 5.1.). If all members feel at home and are open about personal problems, even small ones, members can support each other. However, it is often difficult to start talking about personal problems. An open atmosphere will contribute to lowering
150 the barrier to talk about this. Different methods of how to lower this barrier can be thought of.

Vision: Every member feels comfortable at Van der Waals and all members know where to get help within and outside of the association

Van der Waals should have an open atmosphere where members are encouraged to be themselves, share personal problems, get support from fellow students and are encouraged and helped to reach
155 out to professional help. Van der Waals will take an active role in this, and encourages this. Van der Waals can also be used as a medium to forward students to the proper people for personal help. For example, there are student psychologists with whom all students can talk. It should thus be made clear for all members how you can find help regarding personal or study related problems. In the end, this will result in an association where all members can be themselves and do not walk around with their
160 problems without support.

Step 1a: Every member is aware where to get help for personal problems

In recent years Van der Waals has tried to ensure that members can get help with personal problems. There are for example already regular well-being hours. It is, however, important that every member is aware where they can get help for personal problems within or outside of Van der Waals. On the website Van der Waals members need to be able to easily find where they can find help with personal problems, both within and outside of the association. Besides giving help for personal problems Van der Waals should guide students in where to get help for other problems.

65th board: This year, we have invested time into promoting the Confidential peer support (CPS) more actively after being approached by the University Council about this. Currently we are promoting the CPSs on the Borrelscreen, newsletter, website, and we have promoted them in the Whatsapp groups. This is a large step to increase awareness about well-being and who you can talk to. We do think that there is more awareness to be spread regarding this topic, especially when it come to finding help within the association.

Step 1b: Van der Waals formulates and correctly implements a code of conduct

At this moment Van der Waals does not have a definitive code of conduct. A code of conduct is, however, very useful for the association and can arrange how members act towards each other but also how a board should act towards its members. At this moment the TU/e is working on a concept version of a code of conduct which associations can use to write their own code of conduct. When this concept is ready, Van der Waals should adjust and extend it to fit our association. Once we have a finished code of conduct, Van der Waals should ensure the code of conduct is also implemented.

Step 1c: There is a pleasant working atmosphere in all committees

Committees are important within Van der Waals, both as a place for members to become active and develop their personal skills, but also to organise activities for members. In order for the committees to function and in order for members to enjoy working in a committee, there needs to be a pleasant working atmosphere in all committees. An important part of this is managing (expectations of) the workload in committees and ensuring that members feel comfortable in their committee(s). Members of a committee should be able to work well together and every member of a committee should feel as if they are free to voice their opinion. An important responsibility lies with the board responsible of the committee. The board responsible should pay attention that all members in a committee feel comfortable and should talk to committee members if they notice that someone is not feeling at home in a committee.

Step 2: There is a place for every member at Van der Waals

Van der Waals is an open association with many different members. This should mean that there is a place for every member at Van der Waals and that Van der Waals should be as inclusive as possible.

190 At Van der Waals there should be a welcoming atmosphere where people make an effort to adapt to different types of people. Ways in which this can be achieved can for example be speaking English in the Van der Waals room to accommodate international students or organising a “purple Borrel” to promote inclusively. It also means that Van der Waals should have different types of activities catered to the needs of different people.

195 2.3. SUSTAINABILITY

Due to climate change, sustainability becomes an increasingly important part of our daily lives. As this becomes a more important theme within the whole TU/e, we as a study association should be actively engaged with this as well.

200 **Vision: Van der Waals is critical about her environmental impact and takes steps towards achieving her sustainability goals**

Van der Waals should be aware of her environmental impact and should work towards achieving her goals on the association’s environmental impact. Van der Waals can not only achieve a positive impact by being sustainable herself, but also by being a positive inspiration for other associations.

Step 1a: Van der Waals researches and is aware of her own environmental impact

205 Before Van der Waals can work towards achieving her goals on her environmental impact it should first be clear what the environmental impact of Van der Waals is. The environmental impact of Van der Waals could be due to multiple factors such as consumption and waste at activities, as well as the companies Van der Waals chooses to work with. An investigation needs to be performed into the different factors that make up Van der Waals’ environmental impact and ways in which this impact can
210 be reduced.

65th board: This year, Van der Waals has researched a specific part of their environmental impact, namely their third emissions that come from collaborating with polluting companies. Proposals of what to do with polluting companies have been researched by a working group and discussed with the association. This is one of the factors that make up Van der Waals' environmental impact, thus this step is not completed yet.

Step 1b: Van der Waals makes a future-proof sustainability plan to lower her environmental impact

215 After it has become clear what the environmental impact of Van der Waals is, a plan needs to be made to lower the environmental impact of Van der Waals. First it needs to be established what the ultimate goal of the plan is and how much the environmental should be reduced. Afterwards steps need to be formulated that reduce the environmental impact. These steps could include stricter rules being

imposed on committees concerning what they use, buy and throw away afterwards. We could strive to be a zero waste association. Besides, the consumption of meat could be minimised, as well as travel by airplane. Not only at activities, but also in every day life, Van der Waals can improve her impact. Furthermore, Van der Waals could create more awareness concerning the environment. Lastly, Van der Waals could strive to attract more sustainable companies and limit collaborations with polluting companies.

Step 2: Van der Waals executes the plan as formulated in step 1b

When a sustainability plan has been made in step 1b, Van der Waals should work on executing this plan such that the goal of this plan can be achieved within a reasonable time frame.

3. ORGANIZATIONAL

230 Within Van der Waals all activities are organized for students by students. This is done by committees, fraternities or sororities, or the board. Every year it is a big puzzle to organize activities which fit the needs of many different members and make everything fit in the year planning. In this pillar, everything about the organization and organizational parties of Van der Waals is discussed.

Organization							
	PLANNING AND ACTIVITIES	COMMITTEES	BORREL COMMITTEE	FRATERNITIES AND SORORITIES	PROMOTION	FINANCES	DIGITIZATION
Vision	Van der Waals has a balanced year planning filled with high quality activities	Van der Waals has committee opportunities for all types of members	The Borrel as a positive and low-threshold activity contributes to the goals of Van der Waals	An optimal relationship between fraternities and sororities and Van der Waals is fostered	Van der Waals has effective promotion	Van der Waals and the Borrel are financially healthy and reliable	Van der Waals is a future-proof digital association
2023-2026	1a. Critical view on the number of activities 1b. Feedback loop on activities	1a. Expectations on tasks and workload are clearly communicated 1b. Information conservation between committees	1. The expectations from Borrelaars of the Borrel is clear	1. Clear mutual expectations are formulated	1. Current promotion channels are optimized or new channels implemented	1a. A system for handling small cashless transactions is devised 1b. The understanding of the Borrel payment systems is increased	1a. All administration is digital 1b. Knowledge transfer within the WebCie is optimal
2026-2029	2. Well-communicated year planning	2. Clear goal of committees		2. Fraternities and sororities can optimally add value to Van der Waals		2. Requirements are devised for what a healthy association is	2. An alternative for the Physstor is investigated

3.1. PLANNING AND ACTIVITIES

235 The activities Van der Waals organizes serve a number of different purposes and target groups, from recreational activities to career orientation and for both bachelor and master students. All these activities are planned in the year planning.

Vision: Van der Waals has a balanced year planning filled with high quality activities

240 The planning should be well communicated and balanced with different kinds of activities spread evenly over the week and the entire year. The activities in this planning are of high quality and the diversity of the activities matches the diverse interests of the members of Van der Waals. In that regard, Van der Waals takes a critical look at which activities are well-liked and well-visited, as to ensure that the activities are able to serve the interests of a particular group of members.

Step 1a: Feedback loop on activities

245 It is important to find a good way to determine the quality of activities, so to have a feedback loop for each type of activity that checks how participants liked the activity after it took place. This way, activities are kept, which have a positive evaluation from members, and not-so-well-liked activities are scrapped or improved.

The feedback loop can be in the form of a survey or afterwards asking participants what they thought of the activity.

250 Step 1b: Critical view on the number of activities

The year planning of Van der Waals is usually quite full, since Van der Waals organises many different and enjoyable activities. The number of organised activities tends to grow over the years. This is mostly due to activities from previous years being well received, such that the new board wants to repeat them, while this board also has their own creative ideas for organising new activities. The year planning therefore often overflows, leading to weeks with many activities, resulting in activities competing which each other for participants. When this is the case, activities should be evaluated and adapted, or discontinued if necessary.

The first solution of this is to look at the amount of activities each week and investigate what activities share overlapping target groups. This should lead to a rough optimal number of different kinds of activities over the week, which also keeps the diversity of the activities into account. When deciding to prioritize an activity over another activity, the quality and the contribution to the diversity of activities should be taken into account. The feedback loop of step 1a can be used for this.

If the amount of activities exceeds the optimum, Van der Waals should take a critical look at which activities to keep in the year planning. Moreover, it could be beneficial to decrease the amount of activities to decrease the workload of board members and leave room for spontaneous ideas or requests.

This step is complete when, in general, activities do not compete with each other. This is a general awareness of the board and should be noticed over a longer time period.

65th board: The MasterCie and E-SportCie have been scrapped to save space on the year planning, which has helped decrease some activities. On the other hand, member initiatives were introduced, so more activities were organized. Member initiatives can help with organizing activities that are desired at that moment, instead of having separate committees dedicated to this, like the E-SportCie and MasterCie. If implemented well, other committees could be scrapped as well this way if necessary, without decreasing the diversity of activities. That being said, this step is not completed and would benefit from more feedback on activities.

Step 2: Well-communicated year planning

Currently, there is no completely clear way to communicate the year planning with the members. The best way at the moment is to show all the activities well in advance in the calendar, but when there are any changes in the calendar, members are not actively informed about this. When all activities are placed in the calendar, they are all visible in the activities and overwhelm the activities for which you can subscribe. To communicate the year planning well, either the calendar needs to be improved to fix its current shortcomings, or another system can be added to fix the shortcomings of the calendar or replace the calendar completely.

3.2. COMMITTEES

Committees are the organizational organs of most Van der Waals activities. Many committees with different goals exist. Committees organize activities that are of added value for all interested members of Van der Waals. Next to that, committees are a great learning school for soft skills for committee members.

Vision: Van der Waals has committee opportunities for all types of members

Every member of Van der Waals should have a fair chance to participate in committees. There should be a large variation and a good balance of types of committees which fit the needs of the members, but also of the committee members. Consequently, activities organized by the committees are well-visited and liked. This should result in the fact that participation in a committee is experienced as positive and educational.

Step 1a: Expectations on tasks and workload are clearly communicated

Van der Waals has a wide variety of committees, with something to offer for everyone. This wide variety of committees also comes with a large variety of tasks and workload. In order to make committees run smoothly and ensure that each committee member has a positive experience, the expectations of tasks and workload should clearly be communicated beforehand to interested members and monitored.

65th board: We made a system to classify the workload and type of committee. The workload was indicated in hours per week roughly per quartile. The type of committee had categories such as weekly meeting, 'beun' moments, individual work, etc. We used this system first during the first years' committee info market. This system seemed to work fine and gave first years more insight into what joining a committee would mean. For the committee interest lunch of the 66th board, we made the same overview for all committees. During the interest lunch, lots of people asked for the workload indication sheet to get more information. Furthermore, it was a nice tool to help start a conversation about a committee. We encourage the next board to continue this system during regular committee interest lunches/Borrels and if it continues to work, this step can be considered completed.

Step 1b: Information conservation between committees

Having a good system to write down and share information between subsequent committees will help increase the quality of activities. The currently available ways of information conservation between committees is the Van der Waals Wiki or whitepapers on the physstor. However, recently the Van der Waals Wiki is rarely updated and whitepapers are not always written. To have optimal information conservation between committees, these ways of communication should be reinstated or alternative ways should be investigated. The communication should be clear and concise, but include enough information for consecutive committees to build upon.

65th board: Although no direct work has been done on this step, using Google Drive instead of the physstor can serve as a better foundation for information conservation between committees, as it is more accessible and has, for example, an internal site hosting feature, which can act as a wiki.

66th board: This year, a lot of effort has gone into improving information conservation between committees. All files that could be found on the Wiki were exported and checked to ensure they were still up to date. All up-to-date files have been centralized in an easily accessible folder on Google Drive. Furthermore, multiple committee whitebooks have been rewritten to improve information conservation. This goal, however, is not deemed finished, as not all of the whitebooks have been updated.

Step 2: Clear goal of committees

305 The different committees target different groups of members. There is a clear overview of the goals of each committee and how this fits the interests of the target groups. Using feedback from targeted members, the organized activities or produced products are well-liked and well-visited by the targeted members. This not only motivates members to join activities, but also entuses members to organize activities.

310 3.3. BORREL COMMITTEE

The Borrel is the most accessible activity of Van der Waals and one of the largest as well. Every week, both students and department members visit the Borrel to connect with each other, meet new people and try new beers. The Borrel committee is therefore one of the largest committees of Van der Waals, which requires good communication and mutual understanding between the committee and Van der
315 Waals.

Vision: The Borrel as a positive and low-threshold activity contributes to the goals of Van der Waals

The Borrel is an open activity for every member of Van der Waals and every faculty member. Moreover, de 'Salon' is a great space for organizing activities and having private Borrels. The positive atmosphere
320 of the Borrel which is created by the tenders and every Borrelaar, contributes to the accessibility.

Step 1: The expectations from Borrelaars of the Borrel is clear

The Borrel is a student bar situated on campus. Therefore, there is a responsibility which lies with the Borrel tenders to run the Borrel smoothly. To achieve this, they put in a lot of effort to maintain de 'Salon'. However, the Borrel is a place to relax during the week, which makes its goal different than the
325 bars at Stratumseind which are visited by many students. When this difference is not clear to Borrelaars, this can lead to conflict with tenders and decrease the positive atmosphere of the Borrel. To decrease

the chance of conflict, a good introduction to the Borrel for first-year students, clear house rules and conciliatory support from the board is necessary. This way, the expectations of everyone attending the Borrel are clear and conflict is unnecessary.

330 65th board: During the year the conflict at the Borrel has decreased, which can be attributed to several causes. The first cause seems to be that current new students are not from the COVID generation anymore, so they already have more bar experience and better intuition for the vibe of the Borrel. Another reason is that the Borrel has explicitly written down house rules for organizing activities for committees and fraternities/sororities, and has had meetings with the activity organizers to ensure smooth contact. If next year observes the same trend as this year with the first-years, this step can be marked as completed.

3.4. FRATERNITIES AND SORORITIES

Fraternities and sororities are a core part of Van der Waals. Apart from the activities they organize, they generally provide a place at Van der Waals for a broader range of members than Van der Waals could do on her own.

335 Vision: An optimal relationship between fraternities and sororities and Van der Waals is fostered

Because of the benefit fraternities and sororities provide to Van der Waals, an optimal relationship is desired both between Van der Waals and fraternities and sororities and between fraternities and sororities themselves. It should be fun to be part of a fraternity or sorority.

340 Step 1: Clear mutual expectations are formulated

It should be totally clear what is expected by Van der Waals from the fraternities and sororities. There should be an agreement on their role within the association. This means that the goal of having fraternities and sororities within Van der Waals should be clearly defined. Additionally, the expectations surrounding the organization of open activities are clear, such as the goal, target audience and date.

345 Moreover, fraternities and sororities are aware during which activities they are expected to help out and in what manner. It is clear what different fraternities and sororities can expect from each other regarding overlap in target group and communication. To reach this, discussions between the board, members, and the fraternities and sororities should be initiated to get all the expectations straight and a clear document with guidelines is set up.

350 66th board: Throughout the year, our board noticed that the internal planning of fraternities and sororities sometimes conflicted with the general assemblies of Van der Waals. Since we want to give all association members, including those who are also members of a fraternity or sorority, the opportunity to attend the general assemblies, we began communicating the dates of Van der Waals' general assemblies to the fraternities and sororities. This way, these dates can be kept free in their internal year planning.

Step 2: Fraternities and sororities can optimally add value to Van der Waals

As of writing this multiannual at the beginning of 2024, Van der Waals consists of four fraternities and sororities. All of these fraternities and sororities have a separate identity, which distinguishes them from each other and helps attract different kinds of members to Van der Waals. The fraternities and sororities add value to Van der Waals by organizing activities, representing Van der Waals to external fraternities and sororities and by organizing internal activities, thereby creating a tightly knotted group of active members. The value they bring through these actions can be increased by, for example, creating a staple activity for Van der Waals, participating in committees of Van der Waals or the board, and by having a lively internal atmosphere. Van der Waals could help with this by fostering an atmosphere in which fraternities and sororities are encouraged to be pro-active, or help a fraternity or sorority create an activity which is well-known under members. The longevity of a fraternity or sorority acts as an enabler to create an identity and help shape how this identity is presented to Van der Waals and external parties, so longevity should be promoted as a way to increase the value of a fraternity or sorority.

3.5. PROMOTION

Promotion is very important to have participants at the Van der Waals activities. The common ways to promote activities, in 2023, are mainly; the weekly newsletter, the website, messages in Whatsapp groups and personal promotion during the Borrel and in the Van der Waals room. However, it is experienced that, due to the large amount of activities, the promotion becomes overwhelming. Members start to ignore the promotion and are no longer up to date. Different options to get the promotion across should be investigated, in a pleasant way for both the organizers and the potential participants of the activities.

Vision: Van der Waals has effective promotion

Members of Van der Waals should be informed in a pleasant way about the upcoming activities. They know what is going on and are willing to subscribe. The organization of the activity knows how to easily reach their target audience.

Step 1: Current promotion channels are optimized or new channels are implemented

Optimal promotion channels should, firstly, target their intended audience without too much spam for others and, secondly, be effective in attracting that intended audience. Keeping this in mind, current channels (e.g. WhatsApp channels, Instagram or LinkedIn) can be adapted to increase their effectiveness, or new promotion channels can be devised. After implementation, the changes are evaluated extensively on the above two criteria and adjusted if needed. All organizational organs within Van der Waals (committees, fraternities and sororities, and the board) are introduced to the new style of promotion and are getting used to it. Lastly, all members in different target groups are made aware of the new way of promotion such that they get to know where to find the information they are interested in.

³⁸⁵ 66th board: Throughout the year, we have tried to maintain a clear monthly planning. This planning was shared through the WhatsApp group as pictures. The overview was easy to access and clear, but it still needs to be reviewed.

3.6. FINANCES

To provide the activities desired by the members, the finances of both Van der Waals, as well as the Borrel, should be healthy and robust. In essence, the finances should be an unshakable cornerstone of the association and the Borrel and the handling of the finances should never be a barrier for achieving the goals of the association and the Borrel. Currently, Van der Waals uses SnelStart to increase the reliability of the bookkeeping and will implement this as well. In addition, in the past years, the finances have become cashless for as far as is practical.

Vision: Van der Waals and the Borrel are financially healthy and reliable

³⁹⁵ Van der Waals should strive to be a financially healthy association. This means that the finances should be kept reliably and fully comply with the law to minimize the risk on large financial oversights. A clear overview of all financial matters is necessary to enable the association to understand and check the financial status of Van der Waals.

Step 1a: A system for handling small cashless transactions is devised

⁴⁰⁰ Currently, small participation fees for activities either go via the personal bank account of a board member or via the association account, which adds a large cost relative to these transactions. Using the personal bank account of a board member is not desirable from a reliability and transparency perspective, as well as for the board member themselves. Since Van der Waals does not include these costs in the participation fee itself, they can accumulate over time to quite a total if personal bank accounts are not used. To complete this step, a system which alleviates this issue should be devised.

⁴⁰⁵ Step 1b: the understanding of the Borrel payment systems is increased

The Borrel uses custom made online systems to facilitate the payments at the bar. These systems have been made in house over the years, so there is little documentation and sometimes not so good coding. This means that they are not as robust as could be and that the understanding of the entirety of these systems is limited. Should something break, this could provide a problem for the payment at the Borrel. Therefore, these systems should be changed to increase the reliability and understanding.

65th board: Big progress has been made on a new system for stock and payments is close to being finished. These new systems will have better documentation than previously and are what will be used the coming years, so this step has almost been completed on the system side. However, new members will need to be trained to maintain this system, since the developer is close to finishing his studies.

Step 1c: A critical look is taken on direct debits

Currently, Van der Waals collects direct debits by having members sign an unofficial form at registration. However, this form does not adhere to the current standards required by banks. The unofficial form is still tolerated at the moment of writing, but in the future this might change and Van der Waals might face a big problem collecting direct debits. Therefore, Van der Waals needs to implement a new way to collect direct debits, either using a better form or other method. Alternatively, Van der Waals can look critically if it wants to switch to a one-time registration fee.

Step 2: Requirements are devised for what a healthy association is

Van der Waals is currently in a very healthy financial situation. There are abundant reserves, all expenses are tracked meticulously and budgets always need to be substantiated before approval. Moreover, budgets for activities and the yearly Van der Waals budget are kept at roughly break-even. This means, therefore, that there are no planned deficits and activities mostly realize under budget, leading to a large amount of leftover budget at the end of the year. As a result, Van der Waals has a large amount of liquid assets available.

Especially since Van der Waals, at the time of writing in 2024, is in transition to paying taxes, it is important to quantify what a financially healthy association is. For example, it should be looked at what amount of liquid assets should be kept in reserve, what amount of financial risk Van der Waals is willing to make on activities, how many liquid assets can be used by the board without GA approval and how much the yearly budget can deviate from break-even.

3.7. DIGITIZATION

Digital infrastructure has been an indispensable part of Van der Waals. In 2020 a new website has been launched and the administration has mostly been moved from an offline format to an online format. The member administration and loan agreements are the only parts which do not have an online format. To further improve the digital infrastructure, the current systems need to be adequately maintained and improvements can still be made.

Vision: Van der Waals is a future-proof digital association

Van der Waals should be entirely digital. This means that all administration is online and that the servers and digital archive are reliable, well-maintained and comply with all privacy laws.

Step 1a: All administration is digital

Currently, the member and contributor administration and the loan agreements are not completely digital. In previous years, the experience has been that it is easier to print these documents and sign

them by hand. To make this easier, a system for digital signatures needs to be created.

65th board: The member subscriptions do not need a physical signature anymore, so the member archive can be digitized, which is the last step for a completely digital administration. Currently, work is underway to update the database system to accomplish this goal and this step can be completed when this database has been implemented.

445 Step 1b: Knowledge transfer within the WebCie is optimal

To make the digital systems more robust, the knowledge about the different digital systems of Van der Waals needs to be transferred adequately to new members of the WebCie. Since we are a study association for Applied Physics, new members within the WebCie often do not have extensive programming experience yet. It is therefore important that enough members are attracted and that they are trained
450 and that the different elements of the digital infrastructure is clearly labeled.

65th board: The WebCie currently has made a start to implement training sessions to adequately train new members and improve the documentation. A long term plan has also been made in the form of an advice committee, which would help with the knowledge transfer and supervision over the WebCie. The next steps are implementing this plan and tweaking it as necessary.

Step 2: An alternative for the physstor is investigated

Currently, the digital archive of Van der Waals is on the physstor, the online server of the department. Consequently, a core part of our digital infrastructure is not under control of the association. It should
455 be investigated if alternatives exist which improve upon the independence of the digital archives. In addition, an alternative could also decrease the access threshold the physstor currently entails, as it requires a VPN. Examples of alternatives could include reliable commercial partners or servers owned and operated by Van der Waals itself.

65th board: Google Drive has been found as an alternative for the physstor for committee files and will be implemented from the 66th board onwards. This increases the accessibility of files for the active members. Google Drive could be implemented for board files as well. The Google Drive is compliant with data privacy laws and no information is shared with third parties.

*66th board: Recently, the board discovered that TU/e is gradually phasing out the Physstor. This poses a problem, as all members need a place where they can access important information such as GA documents. In collaboration with the WebCie, a plan has been set up to use a newly developed website
460 to store all data. This idea was inspired by the internal website of the FSE.*

Furthermore, this year we continued transferring all board data to Google Drive, making it the primary method of storing data for both the committees and the board.

4. EXTERNAL

This pillar is concerned with how Van der Waals deals with external parties. These parties are other study/student/sport or culture associations, companies, Eindhoven University of Technology itself, VENI and the Department of Applied Physics and Science Education (AP-SE). The quality of the relationship between these various parties and Van der Waals has a direct effect on the activities organized by Van der Waals, be it quantitatively or qualitatively, as well as the appearance and image of the association. In more detail, the quality of the relationship with other parties (such as the department or the university) may have a direct effect on the amount of activities that Van der Waals can organize, as well as the quality (e.g. budget of the activity, locations and permits, etc.) of these activities. Good relationships maintained between Van der Waals and external parties are thus vital for long-term cooperation and functionality of the study association, both financially and organizationally. Van der Waals prefers to be associated with the following characteristics: proactive, precise, critical, honest, open, reasonable and safe, as stated in the association policy.

External					
	DEPARTMENT	COMPANIES	OTHER ASSOCIATIONS	VENI	FOUNDATION JD-BUEX
Vision	The department and Van der Waals are completely on the same level	Van der Waals is proud of her collaborations	Completely optimized relationships	Van der Waals' members are conscious about what VENI has to offer them and vice versa	All agreements made with foundation JD-BuEx are clear and carried out by both parties
2023-2026	<p>1a. <u>The collaboration between both parties is optimized</u></p> <p>1b. <u>Van der Waals is well integrated in the curriculum</u></p>	<p>1a. Starting collaborations with companies corresponding to the interests of Van der Waals members</p> <p>1b. <u>A critical view to which companies to be associated with is defined</u></p>	<p>1a. It is clear with which associations it is valuable to build relationships</p> <p>1b. Van der Waals is known as a pleasant association to collaborate with</p>	<p>1. <u>Collaborations between the Van der Waals board and VENI board are optimized</u></p>	<p>1a. <u>All committee members are well supported in their tasks</u></p> <p>1b. <u>Improving mutual collaborations with companies</u></p>
2026-2029	2. Van der Waals is actively involved for input in decisions regarding students	2. <u>Van der Waals is known as a great association to collaborate with</u>	2. Evaluating actively maintained relationships	2. Keeping in touch with Van der Waals alumni through VENI	

4.1. DEPARTMENT

All activities of Van der Waals hinge on a good relationship between the association and the department of Applied Physics and Science Education. The department has a great say in when and how Van der Waals can organize activities. A good synergy between the two respective parties ensures the safeguarding of the activities, in which both parties see added value.

Vision: The department and Van der Waals are completely on the same level

Van der Waals should be strongly involved in all matters relevant to her members. Therefore, communication is impeccable. Parties realize when collaborated activities positively enhance the atmosphere and the level of education given to the students, and they are highly aware of the importance of the other party. Van der Waals should be seen as the representative of the physics student community in Eindhoven. Students benefit extensively from collaborations, perfecting social, educational and career oriented interactions.

Step 1a: The collaboration between both parties is optimized

In collaboration with the department, Van der Waals redefines what to expect from each other. This includes agreements with the departmental board, team ESA and the building director. These agree-
490 ments should be written together with these parties and updated regularly, such that they do not get lost when the responsible from one of the parties changes. Van der Waals should actively look for new opportunities to collaborate with the department. Students benefit from these collaborations, be it socially or educationally. It is important that activities are not forced, they should only be organized when there is a clear goal and benefit. A plan should be made concerning how collaborations can be
495 increased/perfected. All current collaborations can be expanded and/or optimized.

65th board: This year, Van der Waals still dealt with a relatively new departmental board. We are still figuring out the best way of collaborating together, but have set steps towards optimizing this. Contact with especially Kees has gotten more frequent and felt more natural throughout the year. We have initiated some Borrel-like activities to lower the threshold between department employees and Van der Waals. Not all these have been a success, since there was no budget for it, but some were. Furthermore, we met frequently with ESA and finalized the organizational agreements, including the Commissioner of Education workflow. At the end of our year, we started discussions with ESA about how to improve the workflow and scheduling of meetings next year.

One note of improvement is the planning of meetings with the departmental board. This year, we always had to take initiative in planning the meetings, which happened sporadically. We would suggest planning these meetings once per quartile at the start of the academic year and planning an extra one when needed. Therefore, we believe that steps have been made, but not enough to consider this completed.

66th board: This year, much changed in the collaboration between Van der Waals and the building director. The main reason was the newly established opening hours of Flux, which moved the closing time from 23:00 to 20:00. Throughout the year, a new set of regulations was developed and negotiated with the building director. A revised version of the official agreements with the building director has also been written, though it still needs to be approved and signed in the upcoming academic year.

Furthermore, the mutual agreements with the managing director and team ESA were also rewritten, as certain aspects of our collaboration changed. For instance, there were several adjustments in the sponsorship we receive from the faculty. In addition, the commissioners of External Affairs met with team ESA to revise the planning of the career day.

Step 1b: Van der Waals is well integrated in the curriculum

Van der Waals plays an important role in the career orientation and professional skill development of
500 students. Examples of activities focusing on this are lunch lectures, excursions, workshops and scientific trips. It should be clear to the department (mainly ESA and the program director) which activities Van der Waals organizes and what value they have for students. At the same time, it should be clear to Van

der Waals which career, personal and professional development elements are already embedded in the curriculum. The goal is to better integrate our activities with the curriculum such that both parties
505 can benefit optimally from them.

Furthermore, with the introduction of the Commissioner of Education in the academic year of 2024-2025, more opportunities for Van der Waals will open up to make a positive impact on the curriculum. The goal is to create a central point of contact for students regarding education. This step can be considered completed when clear agreements and mutual expectations on our career activities and
510 the role of the Commissioner of Education are made with the department and written down.

65th board: *This year, we have made sure to have close contact with ESA regarding our study trips and excursions. This resulted in very little difficulty when planning the Small Study Tour Abroad, for example. Furthermore, we have finalized the Commissioner of Education agreements with the department, such that the Commissioner of Education next year is well prepared to start with their task.*

When it comes to career orientation, some steps have also been made this year. This year, the Career Day for first year students was mandatory for the first time. Furthermore, at the end of the year, some discussion with the department was sparked about how to better integrate the existing career activities of Van der Waals with the curriculum. For Q1 next year, a pilot is being set up where we will match lunch lectures and workshops with courses that take place during that quartile. If this is a success, we will continue to match the career activities that have already been planned with different corresponding courses. In the end, it is the goal to plan career related activities in such a way that they can always be matched to an interesting course.

Step 2: Van der Waals is actively involved for input in decisions regarding students

It should be discussed how van der Waals is involved in the decision making process with regards to student matters by the department and where improvements can be made. The goal of this is to
515 give Van der Waals more insight in this. Van der Waals stands closest to the students and should therefore be seen as the representation of the opinion of Applied Physics students in Eindhoven. If the departmental board requires feedback from students on a certain topic, Van der Waals should be their first option.

4.2. COMPANIES

520 The interaction between Van der Waals and companies is a cornerstone of the association. Without sponsoring from companies, Van der Waals could not operate well. It is important to consider the types of companies Van der Waals collaborates with. Furthermore, it should be considered how Van der Waals interacts with these companies, as it can have significant impact on both the perceived external attitude of Van der Waals, as well as on the incoming cash flow.

525 Vision: Van der Waals is proud of her collaborations

Van der Waals should be proud of her collaborations with companies and companies should be proud to work with Van der Waals. Being proud refers to Van der Waals collaborating with companies that are perceived positively, and match the interest of members. The collaborations should extensively enhance the external attitude of Van der Waals. Van der Waals should be known as a professional association in the field of Applied Physics in the Netherlands. Being a member of Van der Waals should add something positive to one's resume, especially when applying to or working with companies in the Brainport region or outside of it.

Furthermore, the collaborations with companies should lead to an excellent financial situation of the association. This means that the association has a constant flow of sufficient funds to organize the activities that the association wants to organize. Members should benefit from the collaborations with companies extensively as they should give ample opportunities to come into contact with companies that interest them. The incoming cash flow, the career orientation of members and the impact of companies on the external attitude of Van der Waals have to be considered to be equally important.

540 Step 1a: Starting collaborations with companies corresponding to the interests of Van der Waals members

The type of companies Van der Waals collaborates with should correspond to the interests of her members. Collaborating with companies that members find interesting has both positive effects for the company, as well as for the members. Members can then learn about specific industries in which they are interested, allowing them to make a more considered career decision down the road. Furthermore, career oriented activities may attract more members in this way, allowing the company to reach more people. The goal is to supply a broad spectrum of companies to our students. This goal can be considered completed when a research is done on which types of industries the members of Van der Waals in general find interesting. The Commissioners of External Affairs can then reach out to companies that correspond to these results.

550 Step 1b: A critical view to which companies to be associated with is defined

Van der Waals defines the categories of companies she wants to be associated with and offer to her students, which creates a more critical, but open, attitude. It is the goal that a good balance is struck between the critical attitude, the career orientation options of van der Waals' members, and the effect it has on the incoming cash flow of van der Waals. Van der Waals should still have a sufficient cash flow when taking these measures into account. Furthermore, it is important to consider how companies can be meaningful to Van der Waals. Are companies only important because they bring in sponsoring, or can a more longer-lasting relationship be built that is both beneficial for the association, her individual members and the company? It is important to be critical when defining the above categories.

65th board: *This year, Van der Waals has made the decision to not work together with certain companies due to their polluting nature. The discussion was based around the career orientation, cash flow, and values of Van der Waals. Thus right now, a critical view to which companies to be associated with is defined and the step completed. However, we would like to note that such a definition can always change over time if the necessity arises.*

560 Step 2: Van der Waals is known as a great association to collaborate with

Part of the vision on the external attitude of Van der Waals with regards to companies is about how companies experience their collaboration with us. The goal is that Van der Waals is known as a great association to collaborate with. Van der Waals should strive to give a professional impression and should always live up to her promises in the contracts. During career activities, Van der Waals mem-
565 bers are encouraged to actively participate and show interest in the companies. Leaving a positive impact on companies is beneficial for Van der Waals and her members, hopefully leading to more companies collaborating with Van der Waals recurrently.

4.3. OTHER ASSOCIATIONS

570 Van der Waals is not the only association on TU/e campus. The TU/e facilitates various associations, such as study associations (such as Van der Waals), but also student, cultural and sports associations, Wervingsdagen and the FSE-DB. While it is important to not enforce relationships between the board of Van der Waals and other boards, it is important to streamline the relationships over the years. This creates a better understanding and optimizes the relationships between Van der Waals and other asso-
575 ciations in general. Furthermore, these relationships allow the involved associations to learn from each other and reflect on best practises. Ultimately, having the effect of creating more opportunities for collaboration (and more learning opportunities) between both the boards, committees and members of the associations.

Vision: Completely optimized relationships

580 Van der Waals has completely optimized the relationships with external associations and should be a well known term at other associations. This is with regards to the other associations on campus, but also all other related physics study associations in the Netherlands. Other associations and Van der Waals know what to expect from each other. They are keen to help each other out or organize activities together. Relationships are streamlined over board years, to ensure the longevity of the relationships.
585 Van der Waals uses these relationships to extensively learn from other associations. The created relationships, be it social/cultural or on a professional level, are not only beneficial for the association herself, but also for the individual members of Van der Waals.

Step 1a: It is clear with which associations it is valuable to build relationships

Van der Waals defines associations with which she finds it interesting to work with, and builds long-lasting relationships with them. It might be interesting for certain committees within Van der Waals to, for example, work with sports associations to collaborate on activities (such as the Sportcie), or work together with culture associations on cultural activities on behalf of the activity committee. Increasing the bond/relationship with associations focused on LGBTQ+ or international students might be beneficial for these groups of students. Investigating more career oriented opportunities in collaboration with university organizations might also be interesting. Lastly, improving relationships with related physics study associations in other cities should not be forgotten, as these can lead to a better established network for Van der Waals and to better connections for her members. This step is completed when a clear overview exists of possible collaborations which could influence Van der Waals in a positive way.

Step 1b: Van der Waals is known as a pleasant association to collaborate with

Van der Waals is often approached by other associations to help with organizing or promoting activities. When approached, Van der Waals should try and proactively help other associations. This is not limited to associations in Eindhoven, but should also include sister associations. Van der Waals should be an active contributor to Studenten Physica in Nederland (SPIN). This could be achieved by actively attending meetings and occasionally hosting activities. The goal is that Van der Waals contributes to the entire student community and is known for their impact on the entire Dutch physics community. The offered help is not only beneficial to those associations asking for help, but could also make it more easy for Van der Waals to receive help when they need it.

65th board: This year, Van der Waals had organized several activities with other associations. When organizing these activities, Van der Waals always had a proactive attitude and took her responsibility. Furthermore, Van der Waals also helped organize FYSICA this year, with a board member being in the working group and several members being volunteers during the event.

Step 2: Evaluating actively maintained relationships

Actively maintaining relationships built up during the first steps is important for the longevity of collaborations. During this step, an evaluation point can be put in place to look at whether the built up relationships and collaborations are still desirable, or if Van der Waals wants to head into a new direction. Van der Waals is actively maintaining her relationships with other parties, which leads to a better understanding of what associations can do for each other in the long term.

4.4. VENI

De Vereniging van Eindhovense Natuurkundig Ingenieurs (VENI), the alumni association of Applied Physics at the TU/e is an important organization for Applied Physics students after they have gradu-

ated. VENI connects her members to other alumni in the region of Eindhoven and facilitates discussions. VENI tries to strengthen the ties between her members and the university, and promotes the interests of her members. VENI organizes academic lectures and keeps her members in touch with each other. Van der Waals already collaborates with VENI, during the VENI-BBQ, with the N! or during VENI Borrels for example. Highlighting the importance of VENI to Van der Waals and vice versa is key, such that the members of Van der Waals get optimal opportunities to meet alumni, exchange ideas, brainstorm and ask questions. VENI can add value if, for example, a member wants to talk with someone about professional directions. VENI should in turn also benefit from this collaboration, as more people become a member of VENI.

Vision: Van der Waals' members are conscious about what VENI has to offer them and vice versa

VENI and Van der Waals should form one cohesive front, collaborating intensively on all matters regarding post-university activities. Van der Waals members should be absolutely conscious about their career opportunities through the alumni network. VENI benefits from the collaboration with Van der Waals extensively, resulting in an increase in VENI's members. There is a low threshold for members to spar with alumni. Van der Waals actively helps her members with connecting to alumni networks and promotes any interesting post-graduation activities/initiatives that are beneficial to the career opportunities to her members, together with VENI.

Step 1: Collaborations between the Van der Waals board and VENI board are optimized

Van der Waals collaborates with VENI for various things. This includes the N!, the scientific excursions, the VENI Borrels, VENI-BBQ and optionally an activity together with Van der Waals. To optimize these collaborations, it is important to have good communication and clear agreements between the board of Van der Waals and VENI. Clear meeting moments throughout the academic year should be agreed on. This step could be considered complete if these agreements are made and written down.

65th board: This year, we have sat together with the VENI board regularly to discuss all different facets of our collaboration. These regular sit down were very beneficial for both parties and caused of to reevaluate what this collaboration means. We had close contact regarding FYSICA and our own symposium. We did a new activity together which aligned more with the goals of Van der Waals and VENI than previous collaborative activities had been. The career orientation by alumni was a great success and would be recommended to do again upcoming years. Overall, we feel like the communication was optimized this year and would encourage upcoming boards to continue this.

Step 2: Keeping in touch with Van der Waals alumni through VENI

645 Van der Waals, together with VENI, should define new ways to keep in contact with, and look after her alumni. Wherever possible, Van der Waals should focus on keeping in touch with her alumni. VENI should also profit from this, as there should be an increase in the level of interaction between Van der Waals and VENI, with the aim to increase the quality and level of interaction between post-Applied Physics students, VENI and Van der Waals.

650 Most of the members of VENI are not only alumni of Bachelor's or Master's Applied Physics but also of our study association. Through VENI, Van der Waals retains an important tie to her former members that have graduated over the years. It is therefore in the best interest of Van der Waals that recent graduates should become a member of VENI. Van der Waals should make a plan together with VENI on how to maximise the application rate for VENI membership of former Van der Waals members.

655 This goal has the aim to increase the quality and level of interaction between former Van der Waals members, VENI and Van der Waals.

4.5. FOUNDATION JD-BUEX

Foundation JD-BuEx is responsible for the organization of the yearly study tour abroad together with the BuEx committee within Van der Waals. Although the positions within the foundation are occupied
660 by members of Van der Waals, in principle the foundation is independent from Van der Waals. Budgets made by the BuEx committee of van der Waals are approved by the foundation, not the study association. Future interactions between the foundation and study association are important to consider.

Vision: All agreements made with foundation JD-BuEx are clear and carried out by both parties

665 All agreements made between Van der Waals and foundation JD-BuEx are clear, executable and mutually agreed upon. These agreements consider everything, from which entity approaches which company for sponsoring, to any legal agreements made between the two parties. Van der Waals, together with the foundation, realize when collaborations between the before-mentioned parties enhance any engagements with other external companies. These opportunities are actively looked for and discussed.
670

Step 1a: All committee members are well supported in their tasks

Organizing the yearly study tour abroad can be seen as one of the most challenging activities to organize as a committee. It is therefore important that the committee members are well supported in their tasks by the members of the foundation JD-BuEx and Van der Waals' Commissioners of External
675 Affairs. The members of the foundation should have both an advisory and supervisory role. They help with training the board responsible and are available for questions from the committee, since they have the relevant experience. Furthermore, the foundation keeps an extra eye on the deadlines and makes

sure that all of them are met by the committee. The goal is to have a collaborative system in place which both parties experience as sufficient and positive.

65th board: At the start of this year, the Commissioners of External Affairs of both Van der Waals and BuEx sat together at the start of the year to discuss how they would best work together. Since two of the three External Affairs of the BuEx had previous experience with the task, we decided upon having clear boundaries beforehand and having several check up meetings. Furthermore, the foundation meeting this year were very constructive and also had a nice atmosphere. We would for this year put this step as completed, but it should be noted that this is something that needs to be prioritize every year.

66th board: The BuEx committee can be quite an intense committee, where members face significant responsibilities and sometimes experience stress. It is important to address potential issues among committee members to ensure that the trip itself will be as pleasant as possible. Therefore, we appointed a contact person to serve as a point of contact for wellbeing. Committee members had a scheduled conversation with this person after a few months of work, and they could also approach them at any time if needed. This measure, in combination with steps taken in previous years, allows us to mark this goal as completed.

Step 1b: Improving mutual collaborations with companies

Currently, there are separated company lists for the foundation JD-BuEx and Van der Waals to approach, which ensures financial independence. However, there are issues with finding adequate sponsoring for the foundation and some companies are interested in sponsoring both the study trip abroad and Van der Waals. It should be looked at how to improve the company collaborations such that both Van der Waals and foundation JD-BuEx meet their sponsoring needs.

65th board: This year, a letter from the Foundation, which was cosigned by the CAS, came in on a GA, pressing the board to look into possibly fusing acquisition for Van der Waals and the BuEx. The Commissioners of External Affairs looked into how such a fusion would be not only possible, but also beneficial for all parties involved. A plan was made and discussed during the following GA. The fusion of both acquisition lists means that the responsibility now lays with the Commissioner of External Affairs of Van der Waals. We think this new plan will greatly improve the collaboration with companies for Van der Waals, as well as for the BuEx. For now, this step is completed, but this new system should be evaluated after one year.

66th board: This year was the first time that the commissioners of External Affairs of Van der Waals were fully in charge of BuEx sponsoring. The main advantage of this change is the merging of the company lists of BuEx and Van der Waals as an association. However, we noted that BuEx sponsoring created a significant additional workload for the commissioners of External Affairs, who sometimes found it difficult to manage. Therefore, this step should be properly evaluated.

5. BOARD

As the yearly board is the group of members that keeps the association running, they are addressed in the multiannual plan as well. The goals are mainly focused on how a board year can be as pleasant and efficient as possible, but also what is best for the association and what the actual responsibilities of the board are.

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Board				
	BOARD TASKS AND WORKLOAD	TRANSFER OF BOARDS	GENERAL ASSEMBLIES	ASSOCIATION COMMITTEES
Vision	Existence of a clear definition and relevant division of board tasks	No loss of information and method of working between consecutive boards	Functional and well attended GAs with a constructive atmosphere	The functioning of association committees is optimized for helping the board
2023-2026	<u>1. The tasks of the board are critically evaluated</u>	<u>1a. The training process of future boards is clearly defined and optimised</u> <u>1b. The purpose of all aspects of the candidate process should be useful and clearly defined</u>	1. The attendance of GAs is optimised	1. The exact roles of the association committees are clear
2026-2029	2. The tasks of the board are clearly defined	2. There is a proper system for saving and transferring information	2. All members feel comfortable with expressing their opinion during a GA	2. The association committees have the optimal composition of committee members

5.1. BOARD TASKS AND WORKLOAD

The tasks and workload of board members are variable and can differ per week. We want to assure that board members can enjoy their tasks throughout their board year and that board members do not get too stressed. When board members experience their board year positively, it also ensures that the boards work efficiently and help the association move forward.

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Vision: Existence of a clear definition and relevant division of board tasks

The ideal situation would be that all board tasks are clearly defined and divided fairly among all board members. To achieve this, choices in the allocation of board tasks should be made with proper background knowledge of what the tasks entail and how much time they cost. A clear overview of this should thus be made. However, it should also be possible to shift tasks among board members during the board year if it becomes clear that the division of workload made by the board is skewed. Furthermore, the board should only perform tasks that are necessary or that they really want to do, such that they do not have an exceedingly high workload.

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Step 1: The tasks of the board are critically evaluated

In the past, many board tasks have been executed because boards are used to performing these tasks. Almost every year, additional tasks are taken up by the board, for example, because no one else was available to perform the tasks, or because the board came up with new creative ideas. This can range from more social media presence and more involvement with external parties to taking up tasks within committees when needed. This trend has caused an annual increase of the workload of the board, as

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715 new boards often look at the responsibilities of the previous board when defining their own responsibilities. To counteract this trend, it is necessary to evaluate whether all tasks performed by the board, should actually be the responsibility of the board. For example, can some activities, which are done by the board actually be done by committees? Or should some activities be organized every year or can they be organized once every few years? Or reevaluate the role of the board responsible within a
720 committee and how many activities board members are expected to attend. When evaluating all board tasks, an indication should be made of the order of priority of the tasks: on what tasks should a board focus and what tasks should only be done when there is time and motivation. Another aspect that can be researched is how many board members are (optimally) needed for performing the tasks. When evaluating the board tasks, new tasks may arise that can be included in the overview. Through critically
725 looking at the tasks and responsibilities of the board, the time of the board members can be spent more effectively and the workload of the board can be reasonable and necessary.

65th board: With the new tasks of Commissioner of Education and the implementation of taxes, new tasks have been given to the board which can increase the workload. For this reason, the 66th board has been heavily advised to make use of supporting committees and to look for ways to improve efficiency. An example is to use the CoCie more for External Affairs or to look for ways to automate some of the work of the treasurer. Although this step is far from completed, we hope to have initiated a positive trend.

Step 2: The tasks of the board are clearly defined

The board as a whole has many responsibilities that vary a lot throughout the year. As the board of
730 Van der Waals changes every year, many tasks are performed by and divided amongst board members without previous experience. It would therefore be useful to have a clear overview of the standard and variable tasks of a Van der Waals board. This overview should contain, but does not have to be limited to, a clear overview of the standard board functions (e.g. Chairman, Secretary, etc.) and their corresponding tasks, an overview of the smaller board functions (e.g. well-being responsibility, sustainability responsibility, etc.) and their corresponding tasks, and additional tasks that the board needs
735 to perform that are not necessarily connected to a specific function (e.g. board activities, committees, organising the candidate period, etc.). The overview should also contain an indication of how much time each task takes approximately and when there are peaks in the workload. Using this overview, boards can better divide the tasks to fit their needs as they have a better estimation of workload of the
740 task. Peaks in workload can be spread out over the year and divided amongst the board members and tasks can be started or prepared earlier to avoid having coinciding peaks in workload. Once this overview has been made, it should be updated each year, to ensure that the information is relevant and complete.

5.2. TRANSFER OF BOARDS

745 In order to have a well-functioning association, the functioning of the board leading the association is of great importance. As board members perform their tasks for only one year, every year a new board needs to be trained before the transfer of boards. It is important that this training is structured in a way

that minimises the loss of information and knowledge obtained through experience after a transfer. The training should not only include the transfer of factual information, but for example also includes the mindset behind and best approach of certain tasks.

Vision: No loss of information and method of working between consecutive boards

When there is no loss of information or knowledge obtained through experience during the transfer of boards, the association can already be run smoothly from the beginning of each year. This includes both knowledge of the task and the execution of the task. The goal is to shorten the time in which new board members are still not used to their function as much as possible, such that there is an active continuation of the tasks which the former board was working on. This ensures a good and continuous functioning of the association.

Step 1a: The training process of future boards is clearly defined and optimised

Van der Waals gets a new board at the beginning of every study year. This means that each year an entire new board needs to be trained and prepared for their tasks as a board. The tasks of a board member consist of many things, amongst which performing their board function(s), organizing board activities, being the board responsible of committees, working together with the rest of the board, creating a pleasant atmosphere for all members, etc. As the tasks of board members are very extensive and varied, the training of the candidate board should reflect this. Furthermore, during the training it is not only important to transfer information, there should also be a training in how to best approach certain tasks. To ensure that each year the board gets trained properly, a clear guideline document should be written about how to train and prepare the candidate board for their board year. This document should contain a section for each board function, but should also contain sections about the tasks that are not specific to board functions. In order to achieve this, it is of high importance to have a clear overview of the tasks of a board. Making such an overview is another step in this multi annual plan. Once there is a clearly defined process for training candidate boards, the new boards will be well prepared for their board year.

65th board: White papers for the task of Secretary and Commissioner of Education have been written to better define these board tasks. White papers for Treasurer and Chairman could still use a major update. Although guidelines on how to train board members should be adapted to the specific people involved, an overview on the general training process could be beneficial. Such an overview would contain tips on how and when to train the candidate board on certain tasks. This could alleviate some fluctuations in the quality of the training process over the years.

Step 1b: The purpose of all aspects of the candidate process should be useful and clearly defined

As mentioned in step 1a, it is important to properly train future boards, which is why their training process of future boards should be clearly defined and optimised. This training process does, however,

lead to a very full schedule for the candidate board members during their candidate board period, especially as this period is often combined with doing a Bachelor Final Project. It is therefore important that all aspects of the candidate board period have a clear purpose (such as getting to know Van der Waals, bonding amongst board members, learning future tasks, etc.). These purposes should always be explicitly defined when planning the candidate board period. To have a good base to work from, an overview should be made of the purpose of all aspects when defining the process for step 1a.

65th board: The policy weekend been adapted to better suit its intended goal of team-building. For the same purpose, the order of different parts of the general training process has been shifted to be more effective.

Step 2: There is a proper system for saving and transferring information

Because Van der Waals gets a new board at the beginning of every study year, it is of importance that knowledge gained each year is properly transferred to and easy to find for succeeding boards. Currently, there is not one clearly structured and working system for saving information. Different boards use different systems and even within a board different board members have their own methods of saving information as well. Evaluations are, for example, written about many activities, but they are not centrally stored in one easy to find location. To make it easy to find information, there should be clear guidelines on how to best store information in a way that is easy to retrieve in the future and all boards and board members should use this method. Through this method, not only information about the board functions should be stored, but also about all other tasks that the board is responsible for. This way it will be easy for future boards to find information about what happened in previous years.

5.3. GENERAL ASSEMBLIES

During a general assembly (GA), the board gets the chance to explain to members what they are working on and ask for approval of and opinions about important decisions. The members at this GA can provide (unwarranted) input and can help the board with the direction they should take. There should always be a good balance between the depth of discussions and the efficiency of the GA. Sadly, often the participant numbers of GAs are quite low and the members present are not a very diverse mix, such that the opinion of the GA does not always represent the opinion of all members of Van der Waals. Most attendees at GAs are previous board members or very active members. It is also noted that not all attendees actively participate during GAs.

Vision: Functional and well attended GAs with a constructive atmosphere

We want the members attending GAs to be good representation of all members of Van der Waals. In order to achieve this, GAs have to be welcoming to all members and promoted in the optimal way. High attendance of a variety of members ensures that the GA gives the board a diverse input and a well-balanced opinion, such that the choices that are made are good for the entire association. Next to this, GAs should be organized in a functional way, such that members see the added value of attending

a GA. Finally the input and feedback that is given at GAs should be constructive, such that it is of actual use to the board and the atmosphere remains positive. This is important for the board to be able to enjoy their year, and to feel appreciated and supported by the Van der Waals members.

Step 1: The attendance of GAs is optimised

815 Currently GAs have low attendance numbers. To improve these numbers, among other things, pro-
mation of GAs should be optimised to ensure that a wide target group is reached. To achieve this,
an investigation should be performed on how the attending members were reached, but more impor-
tantly on the non-attending members. Whether these members were aware of the GA and just not
820 interested in coming, or whether they were not aware that a GA was coming up. And for the members
that were just not interested in coming, the reasons behind their disinterest should be investigated. Part
of the solution might be to better explain to members why it is important to have members present at
GAs.

66th board: Throughout the year, multiple methods of increasing GA attendance were attempted. These included incorporating more lighthearted agenda points, providing free dinners, and hosting the GA at an external location. In the end, however, none of these methods significantly improved attendance.

Step 2: All members feel comfortable with expressing their opinion during a GA

825 It is desired that all members, dare to speak up during a GA and dare to give critical input. This assures
a critical and open association, in which different points of view can be taken into account. This means
that the atmosphere of the GA might have to change, before this can be achieved. The role of the
Committee Acquisition Support (CAS), Financial Audit Committee (FAC) and Advisory Council (AdCo)
during GAs might have to be revised and one should think of ways to create a more open atmosphere.

830 5.4. ASSOCIATION COMMITTEES

Currently there are three official association committees of Van der Waals, also known as the advi-
sory or controlling organs. These are the Financial Audit Committee (FAC), the Committee Acquisi-
tion Support (CAS) and the Advisory Council (AdCo). The members of these association committees
mostly consist out of previous board members and their role is to help the board wherever possible.
835 Nowadays, their responsibilities are not always clear to the members, and they are not a widely known
concept within the association.

Vision: The functioning of association committees is optimized for helping the board

The functioning, roles and guidelines of the association committees should be completely perfected.
The selection of members for these committees should happen in a completely transparent way. The

840 association committees of Van der Waals should support and supervise the board in a positive and active way. In this way, there is assurance that the association functions well and that the board members feel that they can ask any questions that arise to the fitting advisory organs.

Step 1: The exact roles of the association committees are clear

845 When it is known to the association committees, the board and the association in general what the tasks and responsibilities of the association committees are, the functioning of these committees can be optimised. Specifically for the AdCo, this is not clearly defined yet as this is still a young committee. For the other committees it is more relevant to evaluate how they function right now and whether they are doing the appropriate tasks and having the right responsibilities. Other aspects can also be evaluated, such as: are they doing too little or too much, should there be set meeting moments, how
850 many members should be in the committee, for how long should members stay in the committee, etc. Clear guidelines about the tasks and responsibilities of the association committees should be written down to clarify this for new members of the association committees.

Step 2: The association committees have the optimal composition of committee members

855 Currently it is an unwritten rule that the FAC is filled with the Treasurers and Borrel Treasurers of the previous two boards and the CAS with the Commissioners of External Affairs of the previous two boards. This may not always be optimal when these old board members are no longer motivated to put effort into these committees, for example because they have responsibilities elsewhere. In such situations having a non-old board member in these committees might be preferable. There are, for example,
860 members that have experience in other associations that could lead to valuable advice for the board of Van der Waals, or members that are just very interested and motivated to learn the tasks of these committees. The current system and the option of recruiting members to be part of all association committees should be investigated. If Van der Waals would indeed recruit non-old board members, it would likely be useful to create an application procedure for these committees.