

Multi-annual plan 2020-2025



This Multi-annual plan is written by Faculty Association SHARE's Board of Advisory, consisting of:

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Anne de Pender, Secretary 35th Board of SHARE

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1. Introduction

At the start of the academic year, each candidate board presents their policy plan with their corresponding goals. These objectives are based upon the candidate board's own ideas and the goals of the Faculty Association SHARE's multi-annual plan. The Faculty Association SHARE's multi-annual plan is created to develop a long-term vision that transcends the individual board years. Some goals are too comprehensive to achieve in one year, but are important for the continuity and development of the association. By developing this long-term plan, a long-term vision is created that can be incorporated into the core goals of the future policy plans.

In the last Faculty Association SHARE's multi-annual plan, the main goals were to professionalize the style of the association, the provision of information and the Health Business Week (from now on referred to as 'HBW')_ In addition, there should have been a focus on improving the amount of members and the contact between younger and older members. Since the last Faculty Association SHARE multi-annual plan was created, a lot has changed. The association changed its name and corporate identity, the HBW became a much bigger event and the association grew in members and activities. The communication towards the members and the transmission of information to consecutive boards and commissions have been improved. However, improving the contact between younger and older members has proven to be a bit of a struggle.

In order to give this plan a clear vision, we have chosen the underlying theme of 'Sustainability'. Sustainability is a topic that is receiving more and more attention within our society and we believe that we as an association should not be different and can make a valuable contribution to this topic as well. Sustainability can be used in various ways. The association in itself should become more sustainable but there should also be a focus on environmental and financial sustainability. The goals we have put forward in this plan will each be linked to this underlying theme.

There is a possibility that certain events occur during the following board years that could not have been foreseen. As a result, the achievement of certain goals could no longer be realistic. It is therefore important that this multi-annual plan will be evaluated every year with the resigning Board and the Board of Advisory and will be re-approved by the General Assembly. Responsibility for monitoring, implementing and making changes to the multi-annual plan lie within the Board of Advisory. The General Assembly must also ensure that

the executive policy of a board is based on the Faculty Association SHARE multi-annual plan.

In this Faculty Association SHARE multi-annual plan an overview will be given of the regulations of the Board of Advisory and the association's traditions. This will be followed by the internal, external and other strategic developments.

2. Regulations Board of Advisory

Article 1 - Objective

The purpose of the Board of Advisory:

- a) Provide the Board with advice;
- b) Monitoring the Board policy;
- c) Monitoring the preservation of traditions of the association;
- d) Increasing the accessibility of advice for all members;
- e) Developing and monitoring a multi-annual plan.

Article 2 - Session

The Board of Advisory consists of:

- a) Six former board members, of which two former board members from each of the last three former boards of the association;
- b) Six former board members, of which at least one former board member from each of the last three former boards of the association. Only if art. 2 sub a. cannot be met.

Article 3 - Design

- a) Every year the Board of Advisory will conduct applications to appoint a new Board of Advisory.

Article 4 - Agreements

- a) At least four times a year, the Board of Advisory and the Board meet in person. At least two persons of the board have to attend (including the President)
- b) The Board of Advisory and the Board meet at the request of the Board of Advisory;
- c) The Board of Advisory and the Board meet at the request of the Board;
- d) The Board of Advisory reports its findings to the members during the Half-yearly General Assembly and Exchange General Assembly.

Composition Board of Advisory 2019-2020:

Giliam Wevers - Manager of Education, 34th board of FBMG/SHARE

Anne de Pender - Secretary, 35th Board of SHARE

Bram Jenster - Manager of External Relations, 35th Board of SHARE

Ramon van Aert - President, 36th Board of SHARE

Luca Dekker - Secretary, 36th Board of SHARE

3. Traditions

The traditions of the association cannot be forgotten and function as a basis for this long-term plan. Therefore, this chapter provides an overview of the traditions of Faculty Association SHARE.

- Faculty Association SHARE created a file regarding our corporate identity. All (internal and external) published content has to meet these guidelines.
- Every year there is an introductory dinner with the Executive Board of the Erasmus School of Health, Policy and Management (from now on referred to as 'ESHPM').
- Every year a changeover weekend takes place, organized by the H.T. Board, in which the candidate board must prove the board members are worthy follow-ups. For the organization of this weekend € 400 from equity is available.
- The Constitution Drink takes place the day after the Exchange General Assembly Meeting. During this evening, the drinks (beer, wine and soft drinks) are also offered to the members free of charge throughout the evening (until budget is reached).
- The Dies Natalis of the association takes place in the week of May 23rd. This is celebrated with a theme party, with drinks (beer, wine and soft drinks) being offered to members free of charge throughout the evening (until budget is reached). It is also common for the candidate board to be announced during this evening.
- There are also a number of rules for the Pedel. For the constitution drink, the President of 2 years ago must be asked with a handwritten letter. For the Dies Natalis, the President of 1 year ago must be asked with a handwritten letter.
- Every year an Old Board Activity takes place.
- Partnerships are of big importance to Faculty Association SHARE. Every year one or more activities are organized with brother associations (associations from Rotterdam).
- The Lustrum is celebrated one year earlier than the official counting, so that the Lustrum runs synchronously with the lustrum of ESH PM. This means that the next Lustrum will take place in the academic year 2021/2022.
- The constitution card is sent on the day after the constitution. On this constitution card the (velvet) banner and the medals must be visible. The dimensions and other requirements of the constitution card are stated in the secretary's transfer file.
- Before a board changes during the Exchange General Assembly (from now on referred to as 'GA'), they have to add an object to the President's hammer, that represents their board.

- Directly after the Exchange GA, a drink will be held for the previous board members of Faculty Association SHARE at an external location where the new Board has to arrange (and pay) for bitterballen and the first round of specialty beers.
- Before the Exchange GA, the H.T. board may close down the Boardroom in order to give it a 'make-over' as a surprise for the F.T. board.
- During the start of the academic year, Faculty Association SHARE will be represented at the academic opening.

4. Strategic developments

4.1. Internal strategic developments

In this chapter important developments and goals regarding the internal strategic progress of Faculty Association SHARE will be discussed. Creating, maintaining and expanding (the amount of) sustainable memberships will be the main topic of the internal strategic developments of our association. These sustainable memberships represent the foundation of our association: by creating, sustaining and expanding sustainable relations with her members, Faculty Association SHARE creates its own base to grow on in a sustainable way. This base of sustainable memberships represents what our association consists of and therefore it is of utmost importance for the long-term policy of Faculty Association SHARE.

- **Automatic collection**

Firstly, the automatic collection (implemented in July 2019) marks the start of this vision on sustainable memberships for Faculty Association SHARE since it creates the base for these recurring memberships. Due to this change in the collection of membership fees, students do not have to buy their membership of our association each year again (like it was before). The presence of the automatic collection now represents both ease of use and service for our members and generates a base of sustainable memberships for the association itself since from this year onwards Faculty Association SHARE starts every new academic year with a certain solid base of memberships (members have the possibility to opt out before a certain date of course). This membership base has shown to generate sustainable growth in the number of members of the association, since the implementation of the automatic collection and is likely to generate even more growth.

- **Anticipate on the preferences of our members**

Secondly, (the amount of) sustainable memberships of Faculty Association SHARE could probably be created, maintained and expanded by anticipating on the preferences of the members of the association. Over the last couple of years, it is proven to have been difficult to keep the association attractive for all different kinds of students of ESH PM. For instance, every year it is an objective to get a closer connection with master students. Besides the yearly Health Business Week, master students do not really attend Faculty Association SHARE's activities. Master students who have participated during their bachelors mostly stop doing so when they enter their masters. This can happen because of the possible lack of

variation or relevance within the organized activities of Faculty Association SHARE throughout different years. Therefore, it is important to interact more with master students and try to adapt multiple activities on their needs. An event focused on master students could possibly involve the master students of ESHPM more in our association.

- **Involvement and visibility of members (specifically former (board) members)**

In addition to the involvement of master students who are a member of Faculty Association SHARE, their visibility and the visibility of former (board) members could play an important role in creating, maintaining and expanding (the amount of) sustainable memberships within our association. Our association should continue to be the platform where members of all ages and study-phases will be able to meet and connect with each other. When Faculty Association SHARE organizes activities that attract all kinds of students (including master students and former board members), it might probably meet these wishes even more than the association does nowadays.

A sustainable membership file also includes former board members and master students. When the share of these groups within our association increases, their accessibility for other members also increases. This situation facilitates contact between all different types of members even more than it happens to be nowadays. As a result, Faculty Association SHARE could potentially be a relevant and valuable platform for making friends, sharing knowledge and expanding networks for all kinds of students.

- **General Assemblies**

The General Assemblies of Faculty Association SHARE represent a specific action point for facilitating involvement and visibility of members. Unfortunately, these meetings tend to be not the most exhilarating experiences so far, since they can often be a bit wordy and some issues are discussed on very high levels of which 'normal' members often lack information. This is partly due to the fact that most of the people who participate during the assembly are former board members, who do have this information due to their backgrounds and experiences. However, the goal of the assembly is to hear the opinion of all SHARE-members and come to an agreement on specific topics. When only current or former board members are being heard, the discussion lacks a broader perspective. A suggestion of a solution is to attract more members to the assembly and/or to get more interaction between members during the assembly. The first could be achieved by improving the facilities, such as different locations or more/better beverages and snacks. The second

could be achieved by involving committees in the agenda of the general assembly. The presidents of different committees can for instance present their plans, goals and budget during an assembly. On the one hand, this leads to more involvement of (active) members, and on the other, it gives the presidents of the committees the chance to practice their presentation skills. The last point has been tried out in the half-yearly general assembly of 2019 onwards and worked out pretty well. It really created ground for a broader discussion in which members also contributed.

- **Sustainable internal communication**

With internal communication is meant, the communication to our members. The goal is to make sufficient use of all Faculty Association SHARE's communication platforms such as: Our website, Canvas, LinkedIn, Facebook and Instagram. Next to that, a Faculty Association SHARE app has been created. It is important that the members of Faculty Association SHARE are being informed on this matter. The app will most probably make internal communication easier, but we should not forget the other platforms we use to communicate with our members. Therefore, it is important to make a promotion schedule and to always stick to that planning. In case members know when an activity will open for registration (and this activity is promoted early), it will probably be easier for them to join. With good and sustainable communication comes good and sustainable attendance.

4.2. External strategic developments

In this chapter important developments and goals regarding the external affairs of Faculty Association SHARE will be discussed.

- **Sustainable partnerships with other associations**

In recent years there have been collaborations with brother associations to organize different events. When evaluated, these events have almost always been positively reviewed by our members. As such we recommend to keep seeking ways to collaborate or intensify partnerships with brother and sister associations. The collaboration within Interfaculty Rotterdam is a fine example of doing so however, in the near future we should try to expand beyond the existing collaborations. By striving to create new collaborations Faculty Association SHARE could expand its existing network even more. By combining strengths of multiple smaller associations greater events can be organized which can be attended by a wider range of students. This could increase the quality and size of these events which our members could benefit from. Besides the collaboration in Interfaculty Rotterdam,

Faculty Association SHARE participates in LOBEG. The associations of LOBEG share similarities with regard to our study curriculum. These associations have members with similar interests and career opportunities as members of Faculty Association SHARE. In the last few years the collaboration with LOBEG was pretty unutilized. The main reason for not really utilizing this collaboration was the fact that Faculty Association SHARE is ahead of the other associations on several different aspects. Nonetheless, it will be of importance to maintain the existing partnership with the associations of LOBEG in order to keep track of developments of the other associations and the issues they and possibly our association will be facing in the future. Closer collaboration with other associations will lead to sustainable relations in the future, which would be beneficial for the growth of Faculty Association SHARE.

- **Sustainable external communication**

As time goes on, the ways students communicate and the services they use differ. To make sure Faculty Association SHARE is able to keep reaching students, sustainable communication is an important issue. Therefore, it's recommended to keep looking for the right services to promote our association externally. As such, we strive to maintain and possibly broaden the brand familiarity of Faculty Association SHARE and strengthen the position in the working field by investing in ways to promote the association. By doing so, our association will remain to be an interesting partner for sustainable long-term partnerships with companies in our working field. To stress the relevance of this issue even more, it's important to realize the contribution of sustainable (valuable, accessible and visible) promotion in order to keep reaching potential new members. When the external promotion of Faculty Association SHARE smoothly connects with the target group the association strives to get in touch with, this will probably further strengthen the position of our association. This will both result in sustainably strengthening the position of Faculty Association SHARE in the working field (external) and in sustainably keeping the connection between the association and her members active (internal).

- **Sustainable relationship with ESHPM**

The goal is to always sustain and improve a healthy relationship between our Faculty Association and ESH PM. The contract with (and financial contribution of) ESH PM does not have to be reviewed every year with the Executive Board of ESH PM. It is important to realize that the financial contribution is initially a fixed sum of monetary support. For this financial contribution, negotiating with the Board of ESHPM is not required. Only for extra initiatives

that require support (for example in terms of reaching out to a professional network), our faculty can be consulted. Only when extra financial support of ESH PM is needed to prevent SHARE from going bankrupt, the Board of SHARE may reach out to the Board of ESHPM.

Furthermore, Faculty Association SHARE is dependent on the facility services of ESHPM. It is therefore important to keep a close relationship with the staff and Executive Board of ESHPM by both formal and informal contact moments. The traditional introductory dinner / lunch, as mentioned in the first chapter, the introduction of the new Board of SHARE at the beginning of the academic year and the frequent messages of SHARE in ESHPM's newsletter (Get Connected) currently contribute to this.

Furthermore, the recent changes of the curricula within ESHPM have a big impact in the activities of Faculty Association SHARE. Therefore, it is important to closely monitor these alterations and act on these. The Board of Faculty Association SHARE has to look for sustainable solutions when changes are about to be made. Besides these challenges a lot of opportunities will appear when curricula change. Faculty Association SHARE must try to act on these as much as possible.

4.3. Other strategic developments

In this chapter important developments and goals regarding a combination of affairs of Faculty Association SHARE will be discussed.

- **Financial sustainability**

In order to keep offering quality services and activities to our members and to have a clear future as an association, Faculty Association SHARE should be financially sustainable. As of right now, Faculty Association SHARE is financially healthy and thriving. However, our association has seen troubling years and will possibly see them again in the future. Therefore, it's recommended to keep evaluating the existing financial activities and keep searching for new ones.

One of the sources of income is the annual contribution of members. Depending on the success of the association the amount of members will vary, thereby representing an uncertain source of income. In the past, every member had to manually buy a new membership each academic year. However, as of today the automatic collection is in place, resulting in a more solid and sustainable amount of income through the financial

contribution of members. The automatic collection of memberships thereby results in the fact that this aspect has become a more reliable source of income for the association.

Another source of income of Faculty Association SHARE is represented by the book sales. In the last few years the book sales of the association have declined drastically. The new generation of students seems to have stopped buying new books and started using secondhand books or summaries. In the past, the book sales have been a valuable source of income for the association, but since the sales numbers have declined over the last couple of years, this source of income also decreased. Therefore, it will be beneficial to investigate the maximum utilisation of current sources of income and to keep looking for new sources.

Lastly, it is important to constantly keep evaluating both the substantive as well as the financial contribution of external partnerships to our association to make sure these partnerships are sustainable as well. More specific, this could be expressed in long-term partnerships and their financial contribution, content and results. This point of focus applies to the functioning of our association as a whole. Therefore it is important to realize that these remarks also relate to the financial contribution, content and results of partnerships in the Health Business Week and its financial contribution to the association as a whole.

Innovation Fund

Over the last few years the financial buffer that has been created as equity, has grown to a reasonable amount. The goal of this buffer is to have a safety net whenever there are (financially) troubling years. To this day the Board and committees are restricted in freely using this buffer, as they should (continue to) be. However, we believe that there should be a sustainable way of using this buffer. The buffer should always contain enough to survive a few troubling years, but as of right now the buffer has surpassed that amount. Therefore, for the next 5 years, the Board and committees of SHARE might come up with innovative ideas that cost additional money, but also create additional value for our association. These ideas need to be documented in an action plan (as specific as possible) and will be assessed by the Audit committee and Board of Advisory of SHARE on their relevance, feasibility and additional value. The specific requirements are specified in the additional 'submission form for innovation'. Only when a majority of the members of both the Board of Advisory and the Audit committee (separately) votes in favour of the plan,

it can be adopted. To finalize the adoption of such a plan, the General Assembly needs to be informed in the next meeting. [OBJ] Furthermore, when an action plan is approved, it will be evaluated by both the Board of Advisory and the Audit committee three months after the start of its implementation. Lastly, to make sure SHARE will sustainably manage its financial stability, a buffer of 20 thousand euros must be present at any time. The surplus on this buffer can (but does not have to) be used for the funding of innovative ideas.

- **More diversity of companies in Faculty Association SHARE and HBW activities**

In the past years the amount of commercial activities during the HBW and acquisition of sponsors for Faculty Association SHARE has grown. With this trend, both the HBW and Faculty Association SHARE had the opportunity to invest more in activities for their members, in terms of quality and quantity. Although we have praised the growth for years, in this Multi-annual plan we would also like to raise some points of attention. In the current economic situation, there is high demand for consultancy companies for young potentials. However, an important strategic goal of this multi-annual plan will be to not only attract for profit companies to Faculty Association SHARE. Adversely: try to make the pool of companies more balanced or even more diverse, in order to provide members with a more realistic view of their future working environment.