

STRATEGIC PLAN OF EESTEC 2018-2023

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Introduction

Strategic Plan describes where an organization is aiming to go in the next few years and through which methods it plans to get there. The document is focused on broader goals of the association that cannot be reached in one year.

Strategic Plan is developed for the benefit of all members of the association, as it includes clear guidelines for each focus area where measurable goals, objectives and strategies are developed. Apart from that, Strategic Plan has the purpose of uniting EESTEC members around the same vision and mission by focusing all the resources to the continuous improvement of work for current and future projects.

The process of writing this edition started with a thorough analysis of the current situation in the organization. SWOT enabled the identification of the main points where improvements are needed, points that can be reached in the next pages under the name of focus areas.

Included in the process of developing the current documents was also the evaluation of mission, vision and values of EESTEC, during which feedback from experienced EESTECers was gathered and taken into consideration.

This strategic plan is prepared for the next five years (2018-2023) when it is going to be revised by Board. The focus on the next Strategic Plan is stability in order to create the foundation for future changes and improvements.

All Local Committees should get familiar and adjust projects according to it, in order to achieve the primary goals of the organization.

Steps to create Strategic Plan 2018-2023

In total, the process of creating Strategic Plan 2018-2023 lasted almost 7 months. The following steps took place:

- The first step in September was focused on educating the Board members on the topic of “Strategic Thinking”.
- SWOT analysis was used as a tool for assessing the current situation in EESTEC (The results of the SWOT Analysis can be found in Appendix B).
- Former Board members were approached in order to contribute with their knowledge and ideas.
- The SWOT analysis was used to discover the Focus Areas. We chose the Areas which would help us maximize our Strengths, minimize our Weaknesses, take advantage of the Opportunities and avoid the Threats.
- A detailed assessment of the Strategic Plan 2015-2018 was done, during November and December.
- A meeting with Aslihan Bener, former Chairwoman of the Board, who was one of the creators of then existing (2015-2018) strategic plan was held. The initial vision of each objective was relayed which assisted the process of evaluation of the Strategic Plan 2015-2018.
- The values of our Association were prepared after a survey was sent to the whole network during October.
- A working session during the Autumn Congress in Zagreb was conducted. The participants were experienced individuals of our Association. An evaluation of the Mission and Vision statements took place during the working session. A new formulation was prepared.
- Every EESTECer interested in contributing was invited to join the strategic-plan@eestec.net mailing list. The mailing list was used to collect inputs from experienced members.
- The new formulation of the Mission and Vision statements were evaluated through the mailing list. The Values collected from the survey were evaluated through the mailing list.
- Inputs from former Board members on different projects which were established through the years were collected.
- An evaluation of the Focus Areas and a compilation of ideas on the objectives was done throughout the mailing list.
- The Winter Board Meeting, in February 2018, was focused on the Strategic Plan:
 - Mission, Vision statements and Values of our Association were finalized.
 - The objectives of each Focus Area, based on what we collected from the list, what our Mission and Vision is and what the Values of our members are, were finalized.
 - The format of the document and all parts we included in the Strategic Plan were finalized.
 - Former Board members, Maria Kouneli and Aslihan Bener joined us during our Winter Board Meeting.
- The first draft was sent to the whole network for evaluation and later updated.

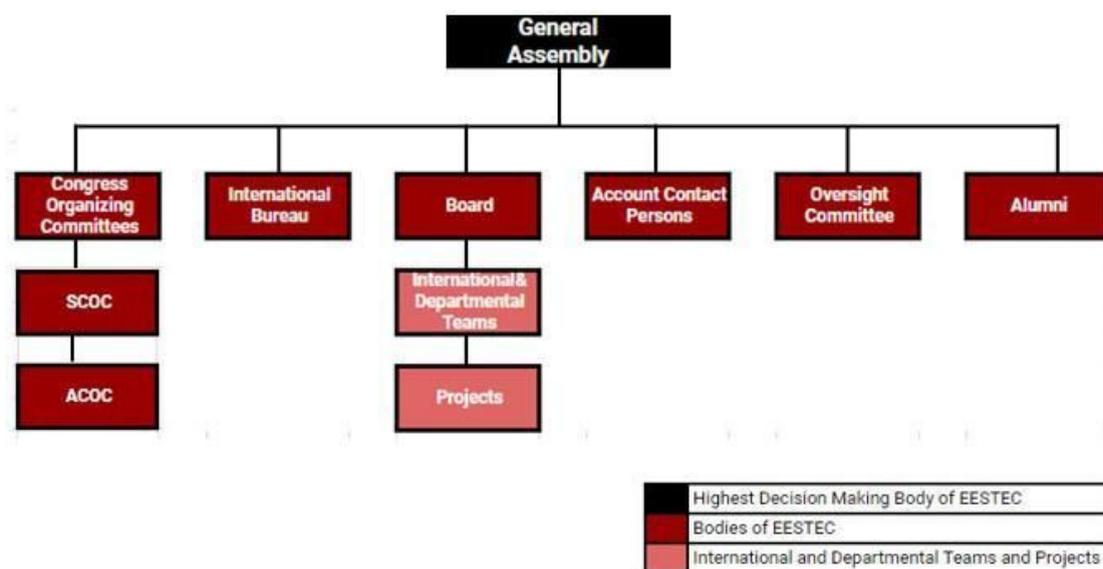
About EESTEC

1. Aim

The Association is a non-political, non-profit organization for Electrical Engineering and Computer Science (EECS) students at universities, institutes and schools of technology in Europe awarding an engineering degree. The aim is to promote and develop international contacts and the exchange of ideas among the students of EECS. The Association shall try to achieve its aim through the following principal activities:

- Professional workshops on topics in the field of EECS
- Cultural student exchanges
- Publication and distribution of articles on technical subjects
- Other activities directed at achieving the aim

2. Structure



Currently, EESTEC has 53 Commitments situated in 26 countries and 52 cities (April 2018). Out of these 41 are Members and 11 are JLCs/Observers. The General Assembly consists of the Members of our Association and is the highest decision making Body.

The other Bodies of EESTEC, except EESTEC Alumni, are elected by the General Assembly. Other than the Bodies, EESTEC has International and Departmental Teams, and Projects which work throughout the year to make the Association function.

Mission of EESTEC

Connecting EECS students and supporting them in their professional, academic and personal growth.

Vision of EESTEC

Empowering EECS students across Europe to reach their full potential in their academic, professional and social lives in a strong and recognizable network.

Values of EESTEC

Activating Mobility

We provide opportunities for travelling and discovering different cultures throughout our network.

Inspiring Belonging

We create an atmosphere where everyone is accepted with a friendly and safe environment where people feel that they belong to a community.

Invoking Passion

We work in a creative atmosphere which enables our working processes to be fulfilling and exciting. We appreciate being part of a team that is making a difference and we enjoy every moment being a part of it.

Encouraging Knowledge Sharing

We create a learning environment where there is room for error to ensure an easier learning curve, and inspire the exchange and transfer of knowledge which ensures the development and continuity of our Association.

Pursuing Development

We are committed to continuous personal, academic and professional development.

Empowering Collaboration

We empower and encourage open communication and collaboration within our network.

Striving for Professionalism

We organize projects and events in our Commitments all over Europe and do our best to satisfy the needs of our participants and organizers. Every project or event which we organize, and every internal or external cooperation that we have is built on consistency and our actions are characterized by reliability.



Focus Areas

There are 4 Focus Areas:

- Identity
- Improvement of the Support System
- Knowledge Management
- Funding

In the past three years, our Association faced fundamental changes. We are struggling with the changes and a fact is that we do not have a clear system to adapt to changes and support individuals and Commitments. The main idea of the current Strategic Plan is **stability**. In order to stabilize our network, we need some adjustments and creation of a process which ensure sustainability. The steps of the process have to be concrete for the Association to reach stability therefore, we believe that those changes need to be done in a period of five years. Five years will give a chance to the next Boards to make small and stable steps, will give an opportunity to the Association to adapt to the changes which are going to be established and help us later grow.

Only when the Association is stable, it can work on reaching its full potential.

Focus Area: Identity

Some of the current activities of the Association are not directed towards achieving the Aim of the Association, as defined in Statutes. Academic engagement during Hard Skills Workshops is not clearly defined. There are Members of the Association which are hosting academically challenging events, the knowledge of how to do it though, is not transmitted. Our publication contains a number of technical subjects and articles. However, the content and the amount of them should be improved. Most of our activities are aiming towards the soft skills development only and a certain percentage of individuals in our Association who are not EECS students.

Vision: The purpose of EESTEC will be clearly transmitted through the activities of our Association in order to attract more EECS students. All activities towards transmitting our Identity will be improved and further developed, strengthening the unique value of our Association and transmitting it clearly to the outside world.

Objective 1: The academic activities of workshops will be improved.

Strategy: The level of academic activities of workshops will be standardized and recognized. Therefore all individuals who are interested in will be aware of the level of academics in each workshop. Standardizing the level of academic activities of workshops will be done through the encouragement of our Members towards sharing good practices between them, and through the improvement of the monitoring system for the workshops, the guidelines and the Event Policy Paper. Guidelines for organization of academic activities will be created. Event Policy Paper will be improved accordingly. A team to support the Members through the process on the academic aspect will be established.

Objective 2: The branding of EESTEC will be directed towards the technical aspect.

Strategy: Distribution of articles on technical subjects will be established. Academic articles will be published to promote and develop international contacts. A network will be established which will encourage and promote the exchange of ideas among the students of the EECS field.

Objective 3: Additional academic and professional opportunities will be created.

Strategy: Contacts will be established with other organizations in the EECS field. Commitments will be encouraged to develop contacts with local universities in the field of EECS. The opportunities of these cooperations will be promoted through our network.

Focus Area: Improvement of the Support System

Currently, we lack the necessary processes which will help in the development of Commitments and individuals in our Association. Individuals and Commitments are taking responsibilities in a short time with little support.

Regionalization and Education Team are currently two different groups of individuals working for the same purpose to support the Commitments of EESTEC. Their role sometimes overlaps. That is why sufficient cooperation between them is necessary for their common goal to be achieved. Therefore, the clear role of each of them, or the combination of the two teams into one structure with the same goal would make the work more efficient and effective.

Moreover, there is a strong training culture established in EESTEC, whose purpose is to offer support to the Association. However, the impact could be improved. Bringing the Training Team closer to the Association by directly addressing the needs of the GA to the Team will help in the further development of our soft skills culture. As a result, Commitments and individuals will be able to assist the growth of our Association. Therefore, the awareness towards soft skills and training sessions will be improved and opportunities for them to grow in this field will be provided. Last but not least, a Human Resources System will ensure the recruitment, engagement and development of each individual working on the international level.

Vision: The support system to educate and assist the development of the Commitments and individuals who are involved with the actions of the Association will be improved.

Objective 1: Commitment Support System will be defined.

Strategy: The current structure of the Teams of EESTEC will be redefined to assist EESTEC Commitments to grow and strengthen. The role of Regionalization and Education Team will be clearly defined to support the Commitments of our Association. Commitments will be encouraged to apply strategic planning to their work.

Objective 2: The role of Training Team within EESTEC will be redefined.

Strategy: The Training Team will provide a better overview and awareness of training culture, their decisions, actions and work to the Association. The processes and responsibilities towards the Association will be clearly defined, which will ensure continuity and more clear vision of how the team can support the Association. Different opportunities on developing individuals' soft skills and how to use that knowledge in the future will be created. Engagement process for the Team will be defined. Selection process for representatives will be defined by the General Assembly.

Objective 3: A Human Resources System will be established.

Strategy: A community is a group of people who share common interests, and are working together for the same purpose. They will be established with the aim of developing EESTEC. These communities will provide educational opportunities including both hard and soft skills for individuals, which will lead to their improvement, and their contribution to the development of EESTEC. Engagement and development strategies will be prepared and monitored on the International level for individuals. Strategies and guides will be created to assist the development and handover of the Teams/Projects.

Focus Area: Knowledge Management

Documents, guides and guidelines are being updated or new content is being documented. Nevertheless, there is no clear strategy for the Handover process. The documentation and guides are neither easily accessible nor there is a high awareness of their existence. This leads to the slow development of our Association, as there is a repetition in bad practices and knowledge transfer is limited. Established international structure and sense of community both contribute to the knowledge management already, so focusing on those two aspects is necessary.

Vision: Handover process and transfer of knowledge will be established and further improved in both local and international level in order to assure the continuity of our Association.

Objective 1: Documentation of knowledge on the International level will be developed.

Strategy: Responsibilities, strategies and guidelines for Teams/Projects and Bodies will be shared and created if needed. A process on how to document knowledge on an international level will be defined. Those above mentioned will be evaluated and updated every year.

Objective 2: Continuity of Knowledge Transfer on the local level will be ensured.

Strategy: A template for new guides will be created. The existing guides for the local level will be evaluated and updated each year if needed. International Teams/Projects will provide support in the implementation. Handover process and transfer of knowledge will be established and further improved in all Commitments.

Objective 3: The Documentation will be centralized and easily accessible.

Strategy: A sustainable knowledge-based platform will be built. A structured archiving system will be integrated in order to have a clear overview of existing documents. The platform will be published and promoted amongst all individuals in order to raise awareness. The documents will be easily accessible.

Focus Area: Funding

Most of the Commitments and the Association itself are not aware of our Unique Selling Point. Services that we provide to externals are defined in a partnership brochure. However, they are limited to online promotion. The FR Strategy of the Association and Projects changes every year and there is no continuity. This results in lack of funds to financially support the Association and Commitments. There is no financial sustainability.

Vision: EESTEC will be able to financially support its activities, through improved services, resources and marketing.

Objective 1: Our services will be adjusted according to the needs of the market.

Strategy: Branding of EESTEC will be improved, new services and products will be offered. The market needs will be examined and opportunities for funding will be increased based on the results. The current services will be analyzed and restructured.

Objective 2: Our Technical project(s) will be improved.

Strategy: Adjusting our Technical Project(s) to the needs of the technological trends and environment. Experienced individuals will be encouraged to take part in the development of the Project(s). Sharing Income System will be legally defined. Monetary resources will be allocated in order to develop the Project(s).

Objective 3: A strong EESTEC Alumni network will be established in order to create a new funding system.

Strategy: Standards on how to become an Alumni will be created. Alumni network will be developed. Activities of Alumni network will be defined. Connections with individuals who are now actively involved in the market will be built. They will be encouraged to help EESTEC gain contacts, knowledge and monetary resources.

For any questions or clarification on the Strategic Plan you can contact the Board 2017/2018 through the sp-support@eestec.net. This mailing list includes the people who worked on creating the Strategic Plan 2018-2023 and can elaborate on the process, the meaning of some parts and the strategy created during 2017/2018.

Appendixes

Appendix A Acronyms

ACOC	Autumn Congress Organizing Committee
EECS	Electrical Engineers & Computer Science
EESTEC	Electrical Engineering Students' European assoCiation
EU	European Union
HR	Human Resources
(J)LC	(Junior) Local Committee
JF	Job Fair
NGO	Non-Governmental Organization
SCOC	Spring Congress Organizing Committee
SP	Strategic Plan
SSA	Soft Skills Academy
SWOT	Strengths,Weaknesses,Opportunities,Threats

Appendix B

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Workshops without fee - Commitments with strong FR due to SSAs and JFs being organized - International Structure, Teams' and Projects' structure - Strong training culture - Sense of community 	<ul style="list-style-type: none"> - Poor International - Local communication - Not geographically balanced Association - Lack of processes that can support the Association and educate our members - Identity Crisis - Lack of certainty and stability - International Fund Raising - Lack of HR Strategy on the International Level - Communication Platform
Opportunities	Threats
<ul style="list-style-type: none"> - Grants - Unique Selling Point for companies - EESTEC Alumni - Cooperative environment between neighboring countries - Companies requiring Soft Skills - Cooperation with other associations 	<ul style="list-style-type: none"> - Crises in Europe - Terrorism - Low recognition - Local struggles - Demanding Faculties - Early labouring

Strengths of EESTEC

Workshops without fee

Comparing to other NGOs, EESTEC does not have fees for its individuals and its activities (Workshops). This gives the opportunity to people to try EESTEC and see if they like it without finances being an issue and a barrier.

Commitments with strong FR due to SSAs and JFs being organized

Some of EESTEC Commitments support themselves and do not need financial help of the Association for hosting events. Some of the Operational events of EESTEC and Congresses are supported by the incomes the EESTEC Commitments have from their Job Fairs or SSAs. Well-known and well-organized Soft Skills Academy in many Commitments, which helps them to gather funds that are used for hosting International Events. It also gives the opportunity to bring students closer to companies and provides them with Job opportunities.

International Structure, Teams' and Projects' structure

The established structure on the international level which is proving to be okay. International Board which observes the Teams and Teams have their board, members etc. The work is clearly divided between them and there is room for improvement of the collaboration between them.

Strong training culture

EESTEC has a strong training culture which gives the opportunity to people to develop their skills and be more prepared for the corporate environment and this differentiates us from other EECs students. Additionally, people know how to transfer the knowledge in the Association which is important for its growth.

Sense of community

EESTEC is offering to its people the opportunity get connected, make friends and socialise.

Weaknesses of EESTEC

Poor International - Local communication

The current system of communication between the Commitments and the people who are involved in international which makes Commitments not aware of the services that International can provide them.

Not geographically balanced Association

EESTEC is represented in 50 Cities, but it is not geographically balanced (Europe-wide) it is a weakness as there is not much diversity and this situation brings problems when it comes to language. There are not many strong Commitments in the West side of Europe which will make the already existing ones disappear.

Lack of supporting processes

EESTEC their Members and the individuals but it does not have any system that can support the Association and educate its Members and people.

Identity Crisis

No awareness of EESTEC Aim which creates an identity crisis, because it will not be a clear target and not a mass effort for the development of the Association towards the Aim.

Lack of certainty and stability

Within the Association there is no awareness on how to use the Strategic Plan and how to maintain one specific direction through the years which will provide the Association with a constant effort on improving certain topics. The lack of the awareness brings the lack of strategy on how to recruit, engage and develop the people who are working inside the Teams. This situation makes them lose their motivation very easy as the tasks are hard. It also causes a lot of internal problems which doesn't let them work properly during their mandate and as everything is volunteering and people don't feel the connection to continue and do their work correctly.

International Fund Raising

The people who are part of the Teams which have the goal of Fundraising do not have experience on International fundraising and there is lack of knowledge on how to write a Grant, which makes us unable to fund our events and support them (Operational Events and International events (Congresses)).

Lack of HR Strategy on the International Level

Until now, EESTEC can easily recruit people to join its Teams and Projects, but there is a lack of a strategy which will help them to engage.

Opportunities of EESTEC

Grants

EESTEC has the opportunity to apply for Grants in EU, with different student Associations but also within different countries.

Unique Selling Point for companies

Our Association can approach companies which are willing to cooperate for many years and this is an opportunity for constant funding. We are targeting EECS students and we have a specific audience. We know who we target. EECS is a developed field around Europe and a very hot topic nowadays. Our workshops are in the field of EECS that is why it is more coherent.

EESTEC Alumni

People who are EESTEC Alumni, are working already. They are aware of the needs of EESTEC and they are emotionally attached to our Association. Therefore there are higher potentials getting funds from companies that EESTEC Alumni exist than other companies. We can still use our network and EESTECers even if they are no longer active members of our Association.

Cooperative environment between neighbouring countries

The cooperative environment among neighbour Commitments gives a chance for internal support of each other, working on the development on a bigger level, raising discussions for the improvement of the Association and it helps in creating a mass effort toward achieving our goals as EESTEC.

Companies requiring Soft Skills

Having not only technical skills but also Soft skills is something that companies are asking more and people are more aware that being active in NGOs might give them better job opportunities.

Cooperation with other associations

There are a lot of other associations around from which we are learning and sharing our knowledge.

Threats of EESTEC

Crises in Europe

Different types of crises are typical nowadays. It might affect many activities such as travelling or cause internal issues among Members of the Association. Moreover, it can cause problems to specific Commitments that are affected by them.

Terrorism

A possibility of a terrorist attack anywhere in the world would keep people from travelling. People are afraid to attend some EESTEC events due to the mentioned reason which affects not only the EESTEC activities itself but the Local Commitments.

Low recognition

EESTEC is not well-known across Europe which makes cooperation with partners harder due to the low recognition of our Association.

Local struggles

EESTEC Local Commitments have their internal problems which affect their growth. Therefore, overall it concerns the improvement of whole Association.

Demanding Faculties

EECS studies are one of the most demanding and challenging fields in universities. Therefore it might affect the activity and involvement of our members in the local and international work.

Early labouring

One of the priorities of people is to apply for a job which enables them to become economically independent. Therefore, volunteering is an activity for which not many people are going. Other position might be more appealing to students instead to join a student association.