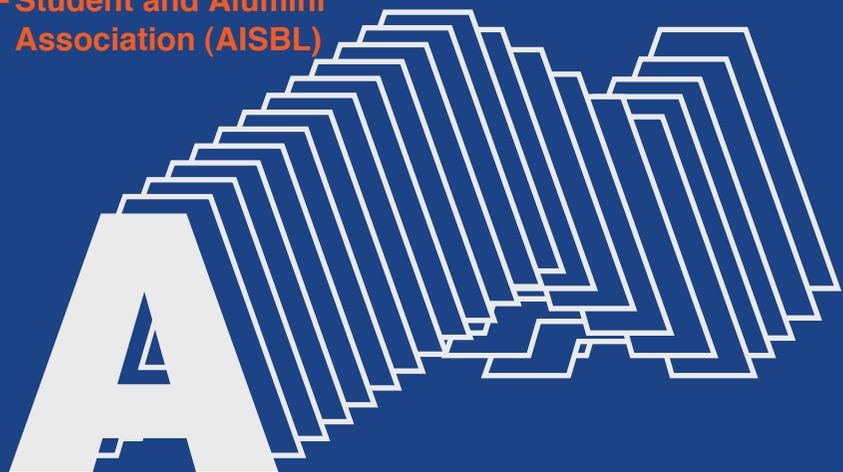


Strategic Plan
2019-2021

Erasmus Mundus
Student and Alumni
Association (AISBL)





**ERASMUS
MUNDUS
ASSOCIATION**



Erasmus Mundus Student and Alumni Association (AISBL)

Authors:

Katharina F Heil, PhD (EMA President)

Marsela Husen (EMA Vice President)

Marcela Chávez Ocampo (EMA Management Board Member, Director of the Capacity Building and Outreach Unit)

Radu Serrano (EMA Management Board Member, Director of the Policy and Quality Assurance Unit)

Pavlo Bazilinsky (EMA Management Board Member, Director of the Research and Innovation Unit)

Gabriella Mikiewicz (EMA Management Board Member, Director of the Students and Alumni Relations Unit)

Pepri Saputra (EMA Management Board Member, Head of the Financial Management Unit)

Prashant Kumar (EMA Management Board Member, Head of the Legal and Internal Affairs Unit)

Tiago Welter (EMA Management Board Member, Head of the Talent Management Unit)

Estefanía Zárate Angarita (EMA Management Board Member, Head of the Communications and IT Unit)

Tomas Kepes (EMA Management Board Member, Head of the Partnership Development Unit)

Manasseh Anand (EMA Management Board Member, Head of the Project Support Unit)

Editors:

Katharina F Heil, PhD

Marsela Husen

Radu Serrano

Pavlo Bazilinsky

Cover and Layout Design:

Tuba Arshad





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FOREWORD

Dear EMA Family and Friends,

Following the best practice implemented by the preceding 2017 – 2019 Steering Committee, the current Management Board (MB) keeps up the good work and releases this EMA Strategic Plan 2019 – 2021. The Strategic Plan has been conceived taking into account the EMA Statutes and the EMA Internal Regulations, both amended in 2019. These documents outline the overarching organisational characteristics and duties toward all EMA-related stakeholders. Consequently, this Action Plan translates these attributes into tangible activities and responsibilities for all the EMA MB Units for the 2019 – 2021 period. The Strategic Plan merely serves as a statement of intent and a guideline, which means that its completion is dependent on the availability and efforts of EMA's active volunteers. We hope you find this document instructive and a source of inspiration for you to become an active EMA volunteer, assisting us and the EMA MB in reaching our aims and activities centred on higher education, continuous professional development, international cooperation and research, while fostering EMA's core values of democracy, equality, transparency and accountability.

Sincerely,

Katharina F Heil
EMA President

& the EMA Management Board





Erasmus Mundus Student and
Alumni Association (AISBL)

EMA'S STRUCTURE

The Erasmus Mundus Students and Alumni Association, hereafter called “EMA” or “the Association”, is an international non-profit association governed by the General Assembly and the Management Board (MB) (registered under Belgian law, as EMA AISBL). The General Assembly is the highest decision-making body of EMA and is made up of the ordinary members that attend the yearly event. The MB, on the other hand, shall be responsible for overseeing the functioning of EMA and shall discharge the functions of the highest executive body of EMA. EMA’s structure is based on four pillars: MB and its Units, Programme Representatives, Country Representatives, and Project Leaders. Members and positions of the MB are as follows:

EMA'S STRUCTURE

President

Katharina F Heil, PhD, is responsible for the overall functioning of the MB and EMA as such.

Vice-President

Marsela Husen, oversees the MB, together with the president.

Working Units

Student and Alumni Relations

Gabriella Mikiewicz, develops and maintains relations between EMA, current students and alumni.

Policy and Quality Assurance

Radu Serrano, responsible for policy development, including documentation and processes.

Outreach and Capacity Building

Marcela Chávez Ocampo, facilitates global networking at regional level and supports capacity building with partners.

Research and Innovation

Pavlo Bazilinskyy, sets scientific goals and identifies innovation areas.

Administrative Units

Legal and Internal Affairs

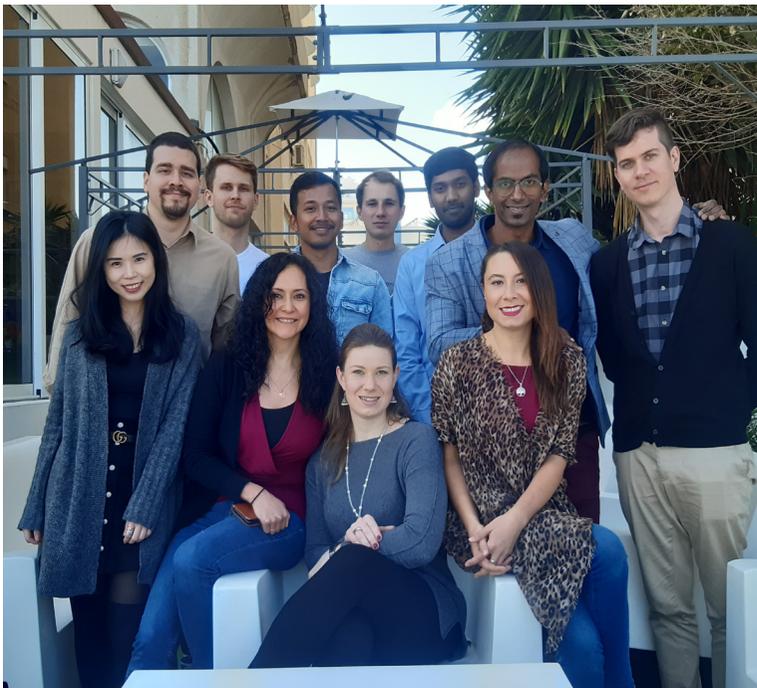
Prashant Kumar, ensures lawfulness of EMA's operations and activities.

Financial Management

Pepri Saputra, ensures correct and transparent administration of EMA's financial resources.

Talent Management

Tiago Welter, is in charge of the search, recruitment and management of volunteers, establishes a professional process



Support Units

Project Support

Manasseh Anand, is overall responsible for project management, including guidance for EMA members.

Communication and IT

Estefanía Zárate Angarita, designs, manages and maintains the EMA brand and (internal and external) communications, supports the well-functioning of tools and IT infrastructures.

Partnership Development

Tomas Kepes, establishes and maintains a partner network, including sponsors, Erasmus Mundus Joint Master Degree (EMJMD) programmes and other partners.

"Programme Representatives", **"Country Representatives"**, and **"Project Leaders"** are the link between EMJMD programmes and the EMA Student & Alumni Unit, and as such the MB. They are active amongst their fellow students and alumni fostering interaction and community belonging. Country Representatives are EMA volunteers active on the "ground" and on site, around the globe. They link the Association with e.g. representations of the European Commission, link to (prospective) students and alumni and advocate for higher education in Europe. Project Leaders are the link between active volunteer groups and the EMA MB. Projects can be manifold and will always be aligned with EMA's mission and vision.

EMA'S STRUCTURE





EMA'S MEMBERS

EMA distinguishes the following types of members according to its Statutes:

■ Ordinary Members

Any natural person who is a student or an alumnus of a full Erasmus Mundus Programme.

■ Affiliate Members

Any natural person who is a student or an alumnus of Action 1, Action 2, Action 3 or other such programmes.

■ Honorary Members

Any natural or legal persons nominated by the MB by way of a two-third majority vote and accepted by the General Assembly, who have made a significant contribution to EMA's success, reputation, and the pursuit of its objectives as well as the Research Community.



EMA'S VOLUNTEERS

Any type of member can apply to become a volunteer. Volunteers are any active natural or legal members that continuously assist in EMA's efforts and endeavours. Volunteers can work for and get actively involved with all the four pillars mentioned above. In exceptional cases, non-members can become volunteers; arrangements are made on a case-by-case basis.

EMA'S TARGET GROUP, POTENTIAL/PARTNERS AND STAKEHOLDERS

EMA's target group does not only include students and alumni, but also prospective students, course coordinators at their universities and the general public. These groups of people also represent our (potential) partners, in particular other Partner Organisations of the Erasmus+ Student and Alumni Alliance (ESAA), such as the Erasmus Student Network (ESN), garagErasmus (gE) and the OCEANS Network,



garagErasmus (gE) and the OCEANS Network, EMJMD Consortia and e.g. the Marie Curie Association and external companies, amongst others. EMA's main stakeholders are the members but also the European Commission (EC), more specifically its Education, Audiovisual and Culture Executive Agency (EACEA), and other (international) youth organisations.

EMAS STAKEHOLDERS INTEREST

Overall, their interest ranges widely but includes spreading the word about higher education in Europe across the globe and keeping engaged with alumni having lived and studied in Europe. Hence, building a community of like minded individuals and volunteers is of highest interest to EMA.

WORKING TOWARDS EMA AND EMA STAKEHOLDERS COMMON GOALS

Making use of the wide range of our members' knowledge and engagement to work on projects, network and connect the community globally is our main strength, allowing us to reach the Association's as well as the stakeholders' aims. EMA is working on propelling this in priority by facilitating structures and support members; encouraging the community to join efforts to reach these goals.

EMA's Units' Action Plan

President

The President is the primary representative of EMA and is hereby endowed with the power to represent EMA in all respects. EMA's Presidency is in charge of the oversight of the Working Units, and – in conjunction with the Vice-Presidency – the Support Units. The Working Units act as the execution wing of EMA and shall provide service delivery, programme quality management and continuous improvement of the members. Additionally, the Support Units collectively handle support for EU and international projects, communications and information technology (IT), and partnership development for the whole Association and its divisions. The Presidency's overarching two-year objectives have been set as:

- ▶ To spearhead the creation of EMA's policies and guiding documents;
- ▶ To maintain and enhance the communication channels with EMA's members and stakeholders;
- ▶ To coordinate the revamp and maintenance of EMA's website and community portal;
- ▶ To ensure that guidelines are in place and communication channels established and used;
- ▶ To guide and expand the continuous engagement of the alumni network;
- ▶ To establish and maintain a productive link to academia, and engagement with other associations;
- ▶ To examine and establish collaborative ties with future partners;
- ▶ To coordinate the development and signature of partnership agreements, Memorandums of Understanding and service contracts;
- ▶ To closely interact and exchange with the Vice-President, to achieve the Association's aims;
- ▶ To bolster EMA's brand internationally through the establishment of a marketing calendar.

EMA's Units' Action Plan

Vice President

EMA's Vice-Presidency is primarily in charge of the oversight of the Administrative Units, and – in conjunction with the Presidency – the Support Units. The Administrative Units oversee and comply with internal and external procedural requirements as per the laws and regulations, and manage the resources working with the Association. The Vice-Presidency's overarching two-year objectives have been set as:

- ▶ To lead the organisation's Administrative and Support Unit planning processes;
- ▶ To develop standard operating procedures and guidelines documents ("Operations Playbook");
- ▶ To supervise the creation of necessary legal internal documentation;
- ▶ To oversee the development of EMA's volunteers by streamlining the recruitment process while increasing the number of volunteers and focusing on member inclusiveness;
- ▶ To guide EMA toward self-sufficiency through the Financial Management and Partnership Development Units;
- ▶ To closely collaborate with the President to ensure overall focus lines and projects;
- ▶ To bolster the organisational culture within the Association for the betterment of our members and the society in general.

EMA's Units' Action Plan

Research and Innovation

The Unit explores how to make EMA more efficient and versatile. It strives to establish collaboration with organisations with similar goals (e.g. Marie Curie Alumni Association). Additional goals are to increase the amount of academic and general content in EMA-led events (e.g. the General Assembly), to explore prospects in the academic world for members of EMA and to support other teams when preparing proposals for academic funding. Among the proposed projects, it will undertake:

- ▶ A poster session during the EMA General Assembly, which aims to increase the amount of contextual outcomes of the biggest yearly EMA event, to interest members and attract potential partners;
- ▶ An event focused on movement and mobility in underrepresented countries;
- ▶ Continuous collaboration with Marie Curie Alumni Association (MCAA) and other strategic partners.

EMA's Units' Action Plan

Policy and Quality Assurance

The Unit deals with both internal and external EMA stakeholders, and cooperates with other organisational units in order to achieve common goals. From the back-end perspective, the Unit is tasked with the creation of all policy documents that an international organisation like EMA should have, for both its internal and transparency purposes. Such documentation is indispensable for the correct functioning of the Association. From the front-end viewpoint, the Unit will work in conjunction with current students, programme consortia and universities (in addition to EMA's members) to develop, maintain and guarantee the quality of the Erasmus Mundus experience. The Unit currently consists of two Sub-Units: "Course Quality Advisory Board (CQAB) and Policy Unit. Its objectives have been set as:

- ▶ To develop EMA's short, medium, and long term policy development, and the necessary documentation and processes for its implementation;
- ▶ To ensure the excellence, quality and efficiency of the Erasmus Mundus programmes by conducting surveys on graduate impact, course quality assurance and degree recognition and other relevant surveys;
- ▶ To facilitate a quality Erasmus Mundus experience for all students, regardless

EMA's Units' Action Plan

Outreach and Capacity Building

The Unit aims to engage EMA members globally and to foster member participation through Capacity Building projects. Its main stakeholders are all past, present and future EMA members. During the first mandate year, it will develop an Outreach and Capacity Building strategy that can be easily implemented and piloted by the leadership structures across EMA. During the two-year mandate, it will develop training courses with inbound marketing strategies to support the training needs of EMA members across the world and to position EMA. This work will be in close collaboration with EMA Country Representatives around the world. Day-to-day work will be carried out by one of the two Sub-Units: the Country Representative and outreach team. Among the proposed projects, it will undertake:

- ▶ To build a membership engagement toolkit;
- ▶ To produce a podcast featuring Erasmus Mundus alumni stories across the globe;
- ▶ To establish a hybrid programme with ESAA (the Erasmus Leadership Academy) comprising of a 3-month online training and possible exclusive in person sessions. The programme consists of 4 main pillars in order to develop a leaders full potential;
- ▶ To coordinate EMAs Country Representatives and guide them regarding best practices on the ground;
- ▶ To work towards a Campus Erasmus system, where hubs for EMA members in different regions are formally established.
- ▶ In that way EMA members can propose projects with a global/regional outreach, network, and apply for funding in different regions.

EMA's Units' Action Plan

Legal and Internal Affairs

The Unit aims to ensure the lawfulness of EMA's operation and activities, to create and comply with all internal and external legal requirements, and to safeguard the Association's interest in relation to all parties, whether within or outside it, by guaranteeing conformity with all laws and regulations. It deals with both internal and external stakeholders, such as, but not limited to: the Management Board, EMA members and volunteers, the European Commission, the Service Provider, and any external partners with whom EMA enters into strategic partnership or Memorandums of Understanding. Its Sub-Units are Internal Affairs, Partnerships Assistance, and General Assistance (administrative and documentation). Its objectives have been set as:

- ▶ To ensure compliance with all internal and external legal requirements;
- ▶ To create legal awareness among EMA members and volunteers;
- ▶ To create and record all the legal documentation including contracts, standard operating procedures, among others;
- ▶ To smoothen and streamline the functioning of EMA and its Management Board.

EMA's Units' Action Plan

Financial Management

The Unit aims to manage the financial infrastructure and requirements of the Association. Primarily dealing with internal (EMA members) and external stakeholders (the Service Providers, banks, online payment platforms, and other associated partners). Its Sub-Units focus on Transaction and Administration and its objectives have been set as:

- ▶ To provide an adequate and stable financial infrastructure for the Association;
- ▶ To establish and manage overarching financial policy and standard operating procedures for all financial matters;
- ▶ To establish and manage the corresponding financial filing structures in line with national and international regulations;
- ▶ To continuously manage and supervise EMA's financial mechanism to guarantee the proper functioning of the Association.

EMA's Units' Action Plan

Talent Management

The Unit aims to streamline the practices and materials used in the EMA Volunteering System, to improve and expand the recruitment process, and to support the expansion and improvement of EMA, as well as 'Quality of Education' on a larger scale. For the first year, it will focus on the recruitment and on-boarding process and the improvement of the back-end associated with it (e.g. volunteering agreements). The second year will attempt to establish the interconnections necessary to develop an internship programme. The Unit works with four Sub-Units: Talent Acquisition, Volunteer Engagement & Retention, HR Administration & Documentation, and Volunteer Assistance (On-boarding/Termination). Its objectives have been set as:

- ▶ To simplify and streamline the volunteers' selection process;
- ▶ To strive to increase the quantity and quality of the applications received;
- ▶ To improve the quality of the assistance provided to EMA volunteers and the on-boarding services provided to new volunteers (including issuing of volunteering agreements and certificates);
- ▶ To create and further work on developing an EMA talent management kit which will be available to the different EMA Units;
- ▶ To keep an up-to-date EMA internal database of active volunteers.

EMA's Units' Action Plan

Project Support

The Unit aims to establish EMA as an integrated platform that provides support to individuals, and partners with organisations, for preparation and implementation of projects that are aligned with the Association's mission, vision and values. During the first year, the Unit will focus on establishing a good structure for guiding and enhancing EMA's project proposals presented to ESAA and also expanding towards other projects (e.g. Erasmus+). It counts on the following three Sub-Units: Projects Management, Operations and Communications. Its objectives have been set as:

- ▶ To jointly develop project proposals in cooperation with partner organisations within calls for projects such as ERASMUS+, HORIZON 2020 or other in accordance with EMA's goals.
- ▶ To build mechanisms for project progress monitoring; preparation and processing of technical and financial reports;
- ▶ To participate in the management and dissemination activities of projects within the limit of available resources
- ▶ To develop projects that adheres to Sustainable Development Goals (SDGs) of the 2030 Agenda with the aim to promote and contribute to their achievement

EMA's Units' Action Plan

Communication and IT

The Unit aims to be equally focused on strengthening EMA's digital presence by building a strong brand through several media platforms, and on consolidating an internal information and communication technology strategy that allows the Unit to be permanently in touch with other units of the Association and build upon a network of active members with a strong sense of belonging. Furthermore, it is in charge of maintaining IT systems and branding. It is currently divided into the following Sub-Units: IT, Editorial, Internal Communication, Social Media and Design. Its objectives have been set as:

- ▶ To create and execute an internal and external communications strategy that all EMA members can refer to;
- ▶ To support all EMA Units through the effective communication of their goals, projects and achievements (e.g. with the help of a Marketing Calendar);
- ▶ To provide continuous innovative IT support to the Association;
- ▶ To cultivate and expand the EMA brand/persona that strengthens the Association's message based on the established values;
- ▶ To spearhead EMA's efforts to become a worldwide recognised students and alumni organisation with clear social statements.

EMA's Units' Action Plan

Partnership Development

The Unit aims to secure the long-term financial sustainability of EMA without compromising its core values. It is also focused on increasing EMA's international visibility and building a strong and resilient brand name in the corporate world. Concentrating on building relationships with external stakeholders (EMJMD consortia, students, businesses, and non-governmental organisations). Partnership Development will also collaborate with other internal EMA Units. It is currently subdivided into the Sustainability, Communication and Partnership Sub-Units. Its objectives have been set as:

- ▶ To aid in securing long-term financial sustainability and non-financial benefits for EMA;
- ▶ To seek, manage and establish mutually beneficial relationships with external stakeholders;
- ▶ To guarantee the continuous high quality management and development of partnerships, in line with EMA's vision and mission;
- ▶ To collaborate with other internal EMA Units to accomplish the aforementioned aims.



CLOSING REMARKS

Thank you for taking your time to get to know us. These Strategic Objectives were formulated to lead EMA into new heights, and they have been transcribed, through the efforts of the whole Management Board, as part of the Association's continuous objective of 'professionalising EMA'. We would also like to let you know that this is a general snapshot of our proposed objectives, and that an extended version, and even Unit-focused versions, are also available, used as guidelines and reviewed regularly, to accommodate to the ever-changing external situations that we are currently experiencing. Conclusively, as an overarching goal, EMA aims to further increase its international visibility while establishing itself on a global scale.

This Association would not exist without the presence, assistance and dedication of our members and volunteers. The Management Board, and EMA, are proud to be able to count on such a large and diverse number of volunteers, all across the globe, and we are sincerely thankful for each and everyone's daily individual efforts. We appreciate your willingness to keep this community alive and we are extremely grateful to your determination in helping us improve it. We would also like to acknowledge our predecessors, who did not only spend a lot of time and effort, but also infused EMA with passion, and allowed us, the incoming team, to implement some of their long dreamed-of improvements. It now relies on each and everyone of us, as members and volunteers, to keep EMA and its spirit growing, developing and expanding. We, your Management Board, are fully dedicated to volunteering our time, knowledge and passion towards further improving the Association and enlarging the EMA community. Help us to keep advancing on the path we are on by:

Joining EMA's 2020 Community Portal: members.em-a.eu.

Getting involved as a volunteer, active or passive follower (of our social media), or reaching out in person (We want to hear from you!).

Spread the word and keep up the good work and EMaZing spirit.

With our best regards,

Katharina F Heil, PhD, President and the Management Board

president@em-a.eu

Erasmus Mundus Student and

Alumni Association (AISBL)

2020





Erasmus Mundus Student and Alumni Association (AISBL)

Do you have any questions?

Get in touch!

Visit our website: em-a.eu or send us an Email: service@em-a.eu

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