



**Board III Policy
2020-2021**
Leiden Study Association Custodia

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1. Long Term Goals L.S.A. Custodia

1.1 Long term goals L.S.A. Custodia

In the statutes the goals of the Association have been set.

The Association has as goal to:

1.a. Represent the needs of students at Leiden University (Campus The Hague), especially focused on the bachelor program “Security Studies”, and the master program “Crisis and Security Management”, with regards to their studies and study program;

1.b. Broaden the knowledge of her members in the field of Safety and Security;

1.c. Expand the networks of her members;

1.d. Advance the social connections between the members of the association.

2. Association Wide Goals Board III

2.1 Maintaining stable growth of and attracting new members.

In previous years we have seen the number of memberships grow within Custodia, both with active and less active members. This year we need to keep this growth going, which is an even bigger challenge considering the current COVID-19 measures. The way we want to achieve this is to actively use our different communication channels. These being the social media pages, such as Facebook and Instagram, but also through the email with the newsletter for example. We want to modernize these methods, thus leading to a bigger usage of Instagram and to optimize our messages that fit with the current demographic of the members. This also means making the communication more personal, through presenting during lectures and workgroups for example.

This especially holds true during the COVID-19 pandemic.

Moreover, we want to attract more members to our events. There has been a climb in active members throughout the year, especially after our first trip abroad to Kiev. We want to continue this growth and play into the current measures around COVID-19. Especially new students are looking for social cohesion at the moment, and we can offer them that with our events. In such a way we want to continue to have campaigns that aim to activate our members to participate with our events.

2.2 Committees.

We want to focus on the functioning of the committees this year. In that sense we are not afraid to experiment with new committees. On the other hand, we want to be able to act fast when something does not work as planned. Furthermore, we want to streamline the committees through a clear structure and more documentation that committees can follow when needed. Good communication is key within committees, but also between committees, and between the committees and the board. We are aiming for making sure that everyone communicates well and knows how and when to communicate with each other.

For the committees we also want to ensure that our active members get in touch with committees. This could be through targeted events, but also through informal meetings. In this way we want to enlarge the number of members that are active within a committee and then hopefully also within the association. To aid this endeavor we want to expand the number of committees to ensure that there is a large diverse set of committees for our members to choose from. This will benefit the association on the long term, though might be difficult to set up at the beginning.

2.3 Events.

We want to ensure the safety and well-being of all our members during the COVID-19 pandemic. To do so will ask much from everyone that is involved within the association. Admittedly, the academic year is going to look different for everyone. We want to hold on to what we would usually

do as much as possible. This means that we will still organize events, but that they might be held in a different form. Within these events we will comply to all, at the time current, measures that are set by the RIVM, the Dutch government, and by Universiteit Leiden.

2.4 Administrative.

We want to further professionalize the association by writing down more procedures and protocols. This is mostly something that would be used internally, but that will eventually flow out to the quality of the whole association.

3. President

3.1 Functioning within the board.

The communication within the board should be streamlined, but this should also be tailored on a personal level within the board. It is my task to get the best out of the rest of the board and to motivate them to ultimately get the best out of themselves. The whole board needs to set goals together and also learn together, which I will facilitate. The board members all have their own skillset and can learn a lot from each other if they allow themselves to do so. Lastly, it is my responsibility to ensure that everyone within the board will be able to function mostly autonomously without any interference from me. This is partly to reduce my own workload so that I can focus on other tasks, but mostly to motivate the board members that they can do more than they might think, thus developing themselves as much as possible.

3.2 External communication.

The president has the task to communicate with external parties and assisting the board member in charge of external affairs in doing so. My aim is to communicate with a more diverse set of external parties. Leiden University already offers a wide variety of different working groups and organizations which we can use. Through this manner we can get in touch with other parties and we can use them for promotional purposes for example. Simply said, there is a lot of knowledge and expertise which I want to utilize. Currently, established communication channels with the Faculty of Governance and Global Affairs, the assessor of the faculty, the Institute for Security and Global Affairs, and the Study Association Consultation Platform, will be used to their fullest extent.

Another aim for me this year is to further work together with other study- and student associations. I want to work towards a point where there is more personal contact with other boards, as we can do more together than what typically happens at university. This has had a great start last academic year but can be expanded to benefit our members even more. Finally, the purpose of cooperating with others is not only organizing events together, but also about using the expertise of each other to. In this way all involved parties can gain as much as possible. Not only could this increase the social circle of our members, but it would also enable us to organize bigger and better events.

3.3 Documenting processes of the association.

Over time different ways of working have been adopted into the system of day-to-day work. There should be more documents relaying how work should be done. These would not put up restrictions for anyone working on something, but they would be a guidance to hold onto when in doubt. In the previous academic year, a lot of work has been done around the term of 'professionalization', and my aim is to continue this by documenting more processes. Clear plans need to be laid out

concerning how we deal with certain situations. This will increase the quality of the work that is done within the association, increase the quality of the events for our members, and are going to enable the committee members and their work.

3.4 Event types.

Though, it is not going to be easy, I want to look at the possibilities to organize significant events with Custodia. Organizing larger events during a global pandemic is not something I can guarantee is possible, but it would give Custodia the opportunity to establish itself within the system of student- and study associations of Leiden University. You could think of examples such as an interfaculty event or a ball. This would be a challenge in normal situations, but as mentioned before, especially now. Working together with other associations in this is going to be crucial and ties in well with the goal of expanding external communication.

3.5 Alumni.

In the previous years, Custodia has built up a library of alumni with our members from Crisis and Security Management. Now, for the first time, we also have alumni from Security Studies. Both these studies have seen a big growth of students and as such are going to be important to integrate into a system that ties them to Custodia. There are countless examples of where we could use our alumni for, which up until this point has not been leveraged properly. This year, I want to explore what the best way is to start engaging our alumni and what we could mean for each other. There is too much potential to let go to waste in this segment. Preliminary ideas for engaging with alumni could be events where you meet an alumnus which is now working for an interesting company or having them over for drinks for example. There and there are many more ideas which could be explored further in the future.

Martijn Bergmann

President

4. Secretary

The secretary is responsible for website, social media, info-mail management, and member registration. General goals for the management of these are to always be up to date with regards to new events, cancellations and layout and design. The strategic goals for the website and social media will be discussed in further detail.

4.1 Website management.

How do I plan on achieving these visual requirements? All the secretaries of the committees will have access to a document that provides all the necessary information regarding the designing of the promotions. They will also have access to my Canva account (Canva is a graphic design website), which will provide the secretaries with the home colors and Custodia logos. Our website is multifunctional. It is used to promote upcoming events, show past events' pictures and be a place where our members can find all the official documents they need. As well as information on book deals, registrations forms and an overall overview of what our association is and what we do. Therefore, as the secretary I want the website to be as functional as possible. However, apart from functionality, as the secretary my goals is to make the website look visually appealing, professional cohesive. This will be achieved by, firstly, a new website design. Secondly, all the banners and pictures that will be posted on the website will have to require to certain standards. These include requirements like fonts, color, and the usage of shapes and lines. If all the promotion and design meet these standards, our website will look more professional.

All the promotion that will be made by the committees and board are going to be online three weeks in advance of the planned event. This is a policy that was used by the previous board and will be implemented this year as well.

4.2 Social Media management.

L.S.A. Custodia has active accounts on Instagram, Facebook, and LinkedIn. The activity on Facebook will remain the same, considering previous academic year. However, our Instagram account is going to be much more interactive. A new post will be shared at least every week. This includes promotion for events, a behind the scenes of the Board, or a fun individual story of a member of our association. Additionally, the Instagram stories are going to function as a quick way to announce or share information that are only necessary for a limited amount of time. For example, information about that day's event. For all the promotion and created design for social media, the same rules require for the fonts, colors, shapes and lines, as they do for the website. However, the secretary does encourage the committees to create colorful and outstanding designs for social media.

This year we will also explore how we are going to make effective use of LinkedIn. This platform could provide us with the tools to approach professional partners. Hence the importance to find the right ways to use this platform efficiently.

4.3 Additional promotion.

Next to our website and social media. Our members will receive a newsletter every three weeks. This newsletter will highlight past event, promote upcoming events, and will provide space for other Board or Committee members to share a message. The newsletters will have an upgraded look with the help of new designs by MailChimp.

4.4 Member registration / administration.

It is important to know who registers, reregisters, or unsubscribes to our association. Our website has helped tremendously with the automation regarding new registration. Members can now register online via the website, after which an e-mail will automatically be send to the secretary email address. The list of the total registrations is updated on a daily basis, depending on the amount of people who register. This process will be continued to be carried out throughout the academic year. Currently we are working with an excel spreadsheet in order to keep track of the total amount of registrations.

4.5 Current Members

Categories	
Members (Paid membership)	190

Nadine Eijsackers

Secretary

5. Treasurer

This year the Leiden Study Association Custodia will officially be two years old. To most, merely a number, yet for the financial segment of Custodia, this year is vital for several reasons. Primarily the developments surrounding recurring subscription service, which will allow members to sign off on recurring membership payments. It will enable avoiding the tedious process of having to pay separately for each year of membership. Moreover, this will mean that Custodia will be able to secure a more stable cash flow of recurring membership and decrease the administrative hassle faced each year in September.

The policy for myself as treasurer this year will focus on two primary goals being: formalizing the automatic membership fee collection and, efficiently integrating membership administration to facilitate financial overview.

5.1 Formalizing automatic membership fee collection.

As stated before, the automatic membership fee collection process is one that the association is only allowed to start when reaching the two-year maturity as per regulations of our bank. Therefore, the goal this year is to prepare the formal documents required to apply for an automated membership fee collection. This is known in Dutch as the “Automatische incasso”. It will allow a member during sign ups to agree to the automation of the collection of their membership fee. It has become apparent in the past two years that the number of members who pay their membership fee relative to the number of members who sign up is unfortunately negatively correlated.

Moreover, the association will be able to ensure and increase the proportion of paying members relative to the sign-ups. This means more capital that the association will be able to invest in projects such as events, which is the core focus of the association. Therefore, the goal this year is to initiate and complete this process in preparation for the 2021-2022 academic year.

5.2 Efficiently integrating membership administration to facilitate a financial overview.

Essentially the integration of membership administration is a dependent factor of the goal as mentioned above. Ensuring the well-organized transition towards a focus on automatic membership requires administration that is streamlined to facilitate this. This goal requires a strong partnership with the secretary to find a balance between usability and effectivity. This is a goal that will provide the basis for the 2021-2022 academic year to successfully continue the trend of the past two years, for a healthy and stable association.

Marnix Tissing

Treasurer

6. Head of Internal Affairs & Vice-President

6.1 Committees.

This year, the position of Internal Affairs will once again guide the Social Committee, Financial Committee, Travel Committee, Sports Committee and Dies Committee.

There are two important things that I would like to implement for these various committees in general. Firstly, I want to increase the amount of input from our members who are not in a committee but have ideas on what sort of events they would like to see organized by our various committees. It is my belief that in this way, members who are interested in seeing certain events, but who for any reason believe they should not join a committee, will be motivated to be more involved in the organization of our events. Together with the committees I want to find an efficient and enjoyable way of interaction with our non-committee members to help us find inspiration for new events, hopefully also leading to a better attendance rate. Secondly, I aspire to be as 'visible' as possible for my committees. In addition to receiving general updates from the chairs of these committees, I will try to attend some of their meetings in person from time to time. By doing so, I hope to not only be up to date on what is going on regarding the committees' events and planning, but also get an idea of how the committee members are functioning and relate to one another. Another projected advantage of this approach is a friendly, trusting relationship with the committee members that will improve cooperation with me and their willingness to share any concerns with me.

For the social committee, my first and foremost task will be to encourage them to build upon the work of our predecessors with regards to diversification and increasing attendance rates. Last year, members were happy to see activities such as ice-skating and a billiards evening in addition to the regular 'borrel' events. Also, the 'borrel' events that are basically meant for drinks and socializing did see some increase in people attending. These positive developments must be kept up this year as well. The two main challenges that I will be adding to this list are related to the current COVID19 situation and striving to make more of our members 'regulars' at our events. The situation regarding COVID-19 will mainly urge us to be more creative in organizing events that will be safe as well as put us in a position in which we have to be strict with people who have difficulty following the rules, meaning we have to adapt without losing out on any of the fun that members should expect at the social events. The same can be said for the Sports Committee. Making our members 'regulars' relates to my personal observations regarding social events last year. While the attendance rate was often good, one of the things I noticed was that there was a small group of people who always attended the social events, while the other people attending seemed to be different people every time. While seeing new people at most of our events is great, I would still like to explore why some members seem to stay away from our events after one or two times attending.

For the Sports Committee, my two main goals will be a higher frequency of events and diversification. The need for more events stems simply from the fact that the Sports Committee only had the opportunity to organize two events last year, one of which did not involve an actual sports activity. A third planned event, paintball, never came to fruition due to the pandemic. This year's Sports Committee will need to step it up with regards to the number of events, granted of course that the situation regarding COVID-19 allows this. Diversification mainly relates to accessibility. Last year's planned events consisted of surfing and paintball. Both of these can be a lot of fun, but I would encourage this year's Sports Committee to also look into some more easily accessible and popular sports like soccer or badminton. Lastly, before the COVID-19 measures put all our events on hold, the association was approached by an organization that would like to facilitate cooperation between the municipality and The Hague's student associations with regards to sports events. My goal is to see what kind of arrangement we can make between this organization and our Sports Committee.

For the Travel Committee, it is difficult to say what this year will bring. Unfortunately, it will be impossible to organize any international trip until at least next summer. However, with some luck the Travel Committee might be able and allowed to organize a trip within the Netherlands. For now, it is still unsure whether we will get a realistic opportunity to organize such a trip.

6.2 Revising our arrangement with Leopold.

Since last academic year, we have had an arrangement with Café Leopold. This arrangement entailed that Custodia members would benefit from certain discounts whenever we planned to have a 'borrel' event there. While this arrangement has lasted all year, I now have to discuss a new plan with the owner, as the effects of the COVID-19 pandemic on various businesses has also changed things for Leopold. My goal for the Leopold deal right now is to see how the advantages for our members might change, while also making sure that we come to an understanding in which both Leopold and the organizers of the Custodia events take their responsibility with regards to preventing the spread of the virus.

6.3 Supporting- and showing appreciation for the work of fellow board/committee members.

The fact that I will try to help fellow active members in every way possible should be a given. Additionally, I will actively encourage all members within my committees to not only attend each other's events, but also those of committees supervised by other board members. In this way we can truly show our fellow committee- and board members the appreciation that they most definitely deserve for all the hard work.

6.4 Vice-presidency.

In my role as vice-president I will mainly focus on assisting the president in any way that he needs, as well being prepared to take over certain responsibilities if the president is ever held up in his work in any way. In addition to taking over some duties in his absence, I hope to become someone the president can confide in if ever there is something amiss that needs both my role as vice president as well as my personal support and discretion.

Axel Dol

Head of Internal Affairs & Vice-President

7. Head of External Affairs

7.1 Maintaining contact with existing external partners.

During my term as Head of External Affairs, continuing to maintain the relationship with external partners approached by previous boards will be a top priority. Though contact with these partners may not bring material results during my own term, partially due to the COVID-19 pandemic, keeping in contact with them now is vital to fruitful cooperation in the long-term. As a young and dynamic association, it is important to keep our options in terms of external cooperation as broad as possible. This approach allows us to be flexible with important initiatives and honestly evaluate whether such initiatives were successful.

7.2 Continuing to develop the activities of the Acquisition Committee, enabling the association to attract more and bigger sponsors.

Building on the work done last year, I intend to use the experience gained by the first Acquisition Committee to quickly set up an efficient working environment for the new committee members. By using the playbook developed last year, we can start contacting potential sponsors earlier in the academic year, which will allow us more time to gain experience and momentum. To achieve this goal, a weekly meeting schedule will be set, which will make the committee's coordination of communication efforts more flexible and efficient in both the long and short term. The committee's activities will of course be complicated by the ongoing COVID-19 pandemic. The economic downturn resulting from this crisis will likely mean that fewer external partners, especially private parties, will be interested in sponsoring the association. This does not, however, mean that contacting these organizations serves no use. Even if an approached organization is not open to a sponsorship deal, establishing a relationship can still serve to further promote Custodia as the first association to come to mind when sponsorships do become available. In addition to this, the approached organization might also be interested in participating in events of the formal committee or other association events.

7.3 Faster and more efficient functioning of the Formal Committee

Previous years have shown that, while undoubtedly organizing great events later in the year, the Formal Committee's start can be rough. As this deprives the association and its members of some potentially great events in a vital period of the academic year, especially for first-year students, I aim to address this issue. To achieve this, former members of the Committee will be contacted, who, if willing, will play a mentoring role for the new members of the Committee. This approach allows us to transfer experience and best practices learned from last year and thus organize events using that experience.

In addition to this, we will use the Formal Committee's playbook to organize events, at least in the first block. Doing so will give new committee members a structured guideline by which they can start to develop their own approaches. This set of measures is intended to reduce the start-up time needed by the new Formal Committee, thus allowing them to organize more high-quality events for the association and its members.

Nouri Horn

Head of External Affairs

8. Head of Master Affairs

8.1 Bridging the gap between Master students

With many Master students still living abroad due to the COVID-19 pandemic, it will be my key priority to ensure the Crisis and Security Management (CSM) students acquire as many social contacts as possible. As the program spans just one year, it gives the Master Committee and myself as Head of Master Affairs limited time to brainstorm, discuss and create events that allow for students to get to know each other and learn more about the study.

I recognize that the reality we currently live in calls for many online events. I look forward to thinking of and implementing alternatives to the regular physical events. Being part of the board of such a young organisation, with a lot of potential, increases the opportunity for creativity with events to allow for students from all over the world to meet each other and become more involved with L.S.A. Custodia.

8.2 Create events with the Master Committee related to Crisis and Security Management's tracks.

For the academic year 2020-2021, Crisis and Security Management has had a change in curriculum. There are three possible tracks that Master students can choose from: Governance of Crisis, Cyber Security Governance, and Governance of Radicalism, Extremism and Terrorism. The tracks bring different perspectives to the table. Thus, through ensuring events are organized in relation to the tracks, students can learn about topics discussed in tracks other than their own.

As Chair of the Master Committee, with members new to L.S.A. Custodia, it will be my first priority to help the committee understand the goals and processes of our study association. From here both academic and social events can be organised. I aim to create an efficient, collaborative, and reflective working environment.

8.3 Ensure L.S.A. Custodia is known as Crisis and Security Management's study association.

L.S.A. Custodia, as a young study association, needs to create more of a name for itself amongst the CSM community. With a broad international student base, many students are unaware of the existence of Dutch study associations in general. Throughout the year, promotion of our events towards the CSM community will prove critical. Early mentioning of L.S.A. Custodia to the new cohort is essential, ensuring an increase in master members at L.S.A. Custodia.

Furthermore, I want to put the word out about L.S.A. Custodia and our events to other study associations that represent master programmes and Leiden University. There is an opportunity for Master students from varying programs to interact at various events, whether social or academic. Connecting with other study associations and creating possible events together is a key priority for my term as Head of Master Affairs.

8.4 Lay the foundation for the next years to come.

As Head of Master Affairs, getting elected at the beginning of the new academic year means that I have already missed out on meetings amongst the rest of the board. L.S.A. Custodia, as a young study association, is still lacking a foundation for the Head of Master Affairs and the Master Committee. A playbook set out for the next years is something I look forward to creating, with all the tips and tricks that will come from this term as board member.

I hope to lay the groundwork for the next Head of Master Affairs, where even though they are elected at the start of the academic year they can immediately get started with structured events. The collaborations that come out of this term as board member will also prove critical and is one aspect I aim to highlight for my successor.

Marleen Valkenburg

Head of Master Affairs

9. Financial Projections

8.1 Current financial status

As the new treasurer I have analyzed the financial position as being positive. This has resulted from steps from the previous board have provided a stable buffer for initial subscription costs for Strato (email & website hosting) and ABN AMRO (Bank). Moreover, as one may be aware, a concrete membership income strategy was launched on September 1st. This strategy will run during the month of September, in order to finalize memberships. This has resulted in 46.5% (as of 15 September 2020) completed memberships until now. The current forecast expects overall member total to reach exceed 50% at the end of September.

Month	August 20'		September 20'	
Expenses	n/a		€	-
Income	N/a		€	1.900,00
Balance Bank	€	760,24	€	2.660,24
Balance Cash	€	325,50	€	325,50
Total Balance	€	1.085,74	€	2.985,74

8.1.1 Table showing current financial situation as of 15th of September 2020

This table displays the end of the financial year 31st of August, and current status of September. There have currently been no expenses incurred, as the routine payments for the bank and hosting will occur later in the month. The current income on top of the prior saved capital will allow for a more extensive approach in certain terms of budgeting.

8.2 Budgeting 2020 – 2021

Different projections of the budget were made based on potential income and, have resulted in the following Association budget:

Categories	Budget
1. Board	€ 750,00
2. Social Committee	€ 200,00
3. Formal Committee	€ 200,00
4. Acquisition Committee	€ 200,00
5. Travel Committee	€ 150,00
6. Master Committee	€ 150,00
7. Dies Committee	€ 150,00
8. Sport Committee	€ 100,00
9. Intro Committee	€ 100,00
10. Miscellaneous	€ 500,00
11. Savings	€ 485,50
TOTAL	€ 2.985,50

8.2.1 Table showing budget allocations 2020-2021

Below some of the categories have been elucidated:

1. The board budget has been increased 13% in comparison to the Interim budget of 2020, in order to facilitate financial expenses and marketing.
4. The Acquisition Committee will receive a 100% increase in budget to increase financial room to attract future sponsors and other relevant affiliates.
10. Miscellaneous is a category that will be utilized in order facilitate potential multi-committee expenses or, combined board and committee expenses.
11. Savings is a category used in order provide the association a safety buffer, it has currently been capped to 16% of total association capital.

Marnix Tissing

Treasurer

10. Agenda

Week	Date	Activity
<u>August 2020</u>		
Week 31	6 August	EL CID Faculty block
Week 32	13 August	University online introduction
Week 33	18 August	HOPweek faculty block
	20 August	Remembering The Rwandan Genocide Part II
Week 34	21 August	Virtual Q&A with the board
	28 August	Book order hand out I @ Beehive
<u>September 2020</u>		
Week 35		
Week 36	1 September	Book order hand out II @ Beehive
Week 37	8 September	Book order hand out I @ Douwes
	9 September	Committee Market
	10 September	Online Committee Q&A
Week 38	14 September	CSM Master drinks @ Leopold
Week 39	21 September	Opening drinks @ Leopold
	21 – 25 September	Committee interviews
	21 – 25 September	Master Board Member interviews
Week 40		
<u>October 2020</u>		
Week 40	7 October	Scavenger hunt
Week 41		
Week 42		
Week 43	19 October	Pub Quiz
	22 October	Clingendael Meets Students
Week 44	29 October	Speaker Safety Region
<u>November 2020</u>		
Week 44		
Week 45		
Week 46		
Week 47		
Week 48		
Week 49		
<u>December 2020</u>		
Week 49		
Week 50		
Week 51		
Week 52		Holiday
Week 53		Holiday

January 2021

Week 53

Holiday

Week 1

Week 2

Week 3

Week 4

February 2021

Week 5

Week 6

Week 7

February 17

Leidsch Debat

Week 8

March 2021

Week 9

Week 10

March 8 – 12

Theme week

Week 11

Week 12

Week 13

April 2021

Week 13

Week 14

Week 15

Week 16

Week 17

May 2021

Week 17

Week 18

Week 19

May 9

Dies Natalis L.S.A. Custodia

Week 20

May 10 – 14

Dies week

Week 21

Week 22

June 2021

Week 22

Week 23

Week 24

Week 25

Week 26

July 2021

Week 26

Week 27

Week 28

Week 29

Week 30

August 2021

Week 30

Week 31

Week 32

Week 33

Week 34

Week 35

Explanation event calendar

- **Red** means weeks in which there are no lectures / classes: holidays.
- **Green** are weeks in which no events have been planned yet, and which are thus open for committees to organize their events.
- Committees are still free to organize events in which another event has been planned already, provided this is discussed with the board beforehand.
- **Blue** are exam weeks.

