



Studievereniging  
Psychologie  
Groningen

## VIP Long-Term Vision – The next steps

General members meeting November 22nd, 2023

Annemieke Steman

Adam McGrane

Bert van der Leest

Corné Jansen

Ellemijn Podt

John Nagler

Laura Keijzer

Sophia Noraman

## Index

<b>Prologue</b>	<b>3</b>
<b>Method</b>	<b>4</b>
<b>Evaluation Long-Term Vision Plan 2018</b>	<b>5</b>
Internationalisation	5
Member Engagement	6
Faculty	6
Alumni	7
Collaborations with Companies	7
Budget	7
<b>Internal Affairs</b>	<b>8</b>
Member Engagement	8
First-Year Introduction	8
Non-active members	10
The voice of the members	11
Career and Education	11
<b>External Affairs</b>	<b>13</b>
ECTS	13
Collaborations	13
Strengthen Faculty Bonds	14
<b>Sustainability</b>	<b>16</b>
Annual Sustainability Report	16
Locality	16
Member Engagement	16
Green Office Collaboration	17
<b>Budget</b>	<b>18</b>
<b>Recent Developments</b>	<b>19</b>
<b>Evaluation and future use</b>	<b>20</b>
<b>Epilogue</b>	<b>21</b>
<b>Appendix</b>	<b>22</b>

## **Prologue**

Dear Reader,

As you may know, the boards of VIP write a policy plan every year. In addition, in 2007, 2010 and 2018, more long-term plans, about the direction the association should head in, were drafted. It is now nearly five years since the last of these long-term plans has been envisioned. Hence, we decided it was about time to write a new one. In this document, we would like to review the last long-term plan and come up with a new vision for our association.

For this, the board of 2022-2023 created a diverse working group that tried to capture ideas and needs of most students interacting with the association. During the last 9 months, this group has met, brainstormed, discussed and formulated ideas regarding the association's future. In this document, we will look, among other things, at member cohesion, internationalisation, first-year introductions to the association and our professional relationships with companies and the faculty. We hope that this document will inform future boards (but also members) on the direction in which VIP could be heading in.

On behalf of the Long-Term Vision working group,

John Clemens Nagler

Chairman, VIP Board 2022-2023

## **Method**

In February 2023, the working group was established. The group was initiated, spearheaded and organised by two board members of the board 2022-2023. We tried to select a diverse group of members to assist us in this task. Multiple rounds of brainstorming were done on what composition and which members might be most beneficial. Moreover, at the General Members Meeting (GMM) in November 2022, the board asked for volunteers to sign up if they had an interest in participating in the working group. The final group was balanced with members from all three years of the bachelor and master students. It also consisted of active and non-active as well as international and Dutch members.

Already in the beginning a timetable was sketched to give the working group members a better idea of the structure and timeline. The first meeting took place at the beginning of February and was designed as a preliminary brainstorming and to get to know each other. In subsequent meetings, the old Long-Term Vision was evaluated and each member wrote an individual short vision, which was discussed afterwards.

The writing process was done by the board members in the working group starting after the last meeting in June. The first draft was presented to the rest of the working group in November in preparation for the GMM where the plan should be presented. Furthermore, the draft was discussed at the practice GMM with the Advisory Board to ensure more feedback could be given.

In contrast to the previous plan, we opted to make less use of explanations regarding definitions, contexts and concepts. The reason for this was to produce a more concise document that could be read and understood more easily and quickly. Since this document is designed to give advice and guidance to people with knowledge of the association (primarily boards) we assumed this to be a fitting way to design this document.

## **Evaluation Long-Term Vision Plan 2018**

Since the approval of the previous long-term vision, multiple boards have governed the study association VIP, with this vision serving as a guiding framework for their plans. In this evaluation, we will assess the outcomes of the plan across various domains. This evaluation provides an overview of the progress and areas for further development based on the goals and strategies outlined in the previous Long-Term Vision Plan of 2018. It is important to use this assessment as a foundation for shaping the new Long-Term Vision Plan and addressing key priorities for the future of VIP.

### *Internationalisation*

One of the goals set in the previous Long-Term Vision Plan was to make English the primary language within the association, and this goal has been successfully achieved. The incorporation of English as the primary language within the association marks a significant accomplishment in promoting internationalisation and inclusivity. Overall, there is a positive attitude within VIP regarding integrating international students, and more international students are actively participating as members. While progress has been made, some members may still find it challenging to communicate in English during activities. However, it is commendable that VIP maintains a positive attitude towards integrating international students, resulting in an increase in their active participation.

New international students sometimes do not fully understand what a study association is, and solutions for this issue in the previous plan were not very detailed. More effort could be made to address this. Ensuring that new international students fully understand the concept of a study association is essential.

The transformation of the previous Integration Committee into the Intercultural Committee aimed to shift the focus from organising general social activities, towards integration and international-focused activities. However, the previous few boards have not seen significant changes through this transition so far. It is hoped that the Intercultural Committee can emphasise integration and international-focused activities more prominently. The original goal of shifting

the committee's focus towards integration and international activities is an essential one. Efforts should be directed towards implementing this transition effectively.

### *Member Engagement*

Social activities have gained popularity, indicating that members are more interested in these events. However, popularity fluctuates among various types of activities, necessitating a balanced approach to event planning. The fluctuation in the popularity of different types of activities suggests the importance of keeping a careful eye on member preferences and striving to maintain a balance in event planning. Lecture, career, and in-house activities are generally interesting to members and well-visited when they offer relevant topics. Focusing on these types of events is advisable. It is crucial to continue offering lectures, career, and in-house activities with relevant and engaging content. The popularity of the monthly drinks has improved, but not all monthly drinks are equally popular, especially during specific months. Exploring options to enhance the appeal of these events is recommended. The introduction of games like beer pong during the year 2022-2023 has been a positive step.

While cohesion among active members has generally been strong, connecting with non-active members is an area that requires further attention. Strengthening the connection with non-active members should be a priority in the new Long-Term Vision Plan. Enhancing engagement and involvement among non-active members is essential for building a strong and inclusive community within VIP.

Finally, integrating first-year students within VIP, particularly those who attended the Dies week and introduction camp, remains a point of attention. Improved training for Dies leaders could be part of the solution.

### *Faculty*

Establishing and maintaining strong communication and collaboration with the faculty is essential. Enhancing collaboration on academic events and initiatives, as well as informal contacts, is a continued focus. The use of faculty grounds is subject to forthcoming guidelines from the faculty. It is recommended that VIP reassesses the types of activities that can be hosted on faculty grounds once these guidelines are finalised.

### *Alumni*

The utilisation of the association's alumni network remains an area that requires improvement. Alumni can offer valuable insights and connections for current students and should be more actively engaged in association activities. Actively involving alumni in association activities, including lectures, career events, and in-house days, can enhance the opportunities available to current students. The alumni database, which was last updated in the year 2020-2021, should be regularly (maybe even annually) updated to maintain accurate information and to keep alumni involved with the association.

### *Collaborations with Companies*

VIP has already established valuable collaborations with various companies. This success should be built upon, and efforts should be made to continue fostering such partnerships. Continually working on and expanding collaborations with companies is a positive direction that VIP should pursue.

### *Budget*

There was a suggestion to allow committees to solely request funds from the Idea Fund, rather than relying on them having set budgets. This has not been implemented. Allowing committees to access the Idea Fund for creative ideas while maintaining set budgets for transparency is a balanced approach. The combination of keeping set budgets (and committees still having access to request money from the Idea Fund for creative ideas) offers financial transparency for the board's treasurer and flexibility for the committees.

## **Internal Affairs**

We believe that while improvements have been made since the last Long-Term Vision Plan of 2018, many points that were discussed then, still remain relevant today. Therefore, we have decided to keep the focus on many of the same points and recommend taking action to significantly improve on these topics in the upcoming years. We hope the upcoming boards are able to take the next steps to continue with the progress that has already been made so far and take it to the next level.

### *Member Engagement*

At the core of our vision lies a simple yet profound belief: a strong community is the base of a successful association. We are dedicated to nurturing VIP's community, which is already quite strong amongst active members, by making it more inclusive to new first-year students and non-active members. We envision a space where members can freely share their thoughts, and VIP's presence in their social lives is more prominent.

We suggest achieving this by creating open channels for members to express their opinions regularly. We believe that every member's voice is valuable in shaping the direction of VIP. Feedback moments such as during GMMs seem to be a good tool to ensure this. By making time during e.g. GMMs members are “forced” to give feedback and engage in discussions. Additionally, we propose to enhance VIP’s visibility outside our association, ensuring that potential members are aware they can become a part of the associations and all the possibilities that VIP has to offer.

### *First-Year Introduction*

We see great potential in engaging new first-year students during their introduction period. By seamlessly connecting new psychology students to VIP, we aim to encourage their active participation and ensure they stick around for the long term.

To achieve this, we think VIP should be focusing on spreading more elaborate information about what a study association is and the benefits it offers. We understand that many new students, especially those straight out of high school, may not be familiar with this concept.



For international students, this is often a completely new experience, and they may confuse study associations with student associations that mostly emphasise social (drinking) activities and they might be scared of a hazing period, which is of course not the case within VIP. Therefore, we suggest the addition of more information about these facts both during introduction talks and materials.

Our proposed strategy involves collaborating closely with the faculty to address this communication gap effectively. By involving VIP more in the communications towards upcoming first year students, we believe more accurate information can be spread that will actually reach these new students, since reaching people via VIP's social media is really dependent on these students searching for it themselves. We believe that clarifying the distinctions between the different types of associations that Groningen has to offer is essential to attracting and retaining new members.

The gap between the DIES week/introduction camp and the first weeks of the academic year presents an opportunity to make first-year students feel connected to VIP. Encouraging the Dies leaders to welcome and guide them will be instrumental in bridging this gap. Looking deeper into the information/training DIES leaders receive might be a good step in assisting leaders in reaching their full potential. Additionally, we think it is good to consider introducing an extended orientation period during the first few weeks of their studies. This allows older members to mentor new students, helping them become more involved in the association, and bringing them to VIP activities, so the threshold is lower to join when you do not know many people yet. One example of this can be the first VIP drinks in September. Targeting the theme and promotion actively towards first years and DIES participants should increase the appeal and lower the threshold. Also here the pulling power of DIES leaders should not be underestimated. Also, having a DIES committee that is active within VIP, that involves new first years, and encourages older years to become leaders and do the same, is very valuable. Finally, moving the DIES week/camp closer to the start of the academic year, or even to the first week of September, may result in more sign-ups. The last boards have noticed a decline in sign-ups over the past years, due to a lot of people being on vacation or joining student associations that have introduction periods during the same time as VIP's DIES week/introduction camp.

We also believe that it can be beneficial to examine ways to prioritise first-year students again in committee selections during September. Active committee involvement often leads to long-term engagement, making it a promising strategy.

Finally, increasing our visibility is a vital component of attracting new members. We think this can be achieved through an enhanced promotional strategy, with a particular focus on leveraging social media platforms to reach a broader audience. This could be achieved through e.g. more video based promotion for certain events. In the passing year(s) VIP has started to produce more aftermovies for their events. These movies could be used more for promoting the activities/trips in the future. Other associations make more use of this by producing fun videos advertising e.g. their Wintersport trip. For this to be implementable, more focus has to be put on video taking during events as to produce the material necessary. Moreover, the production of promotional videos is significantly more time sensitive, making it essential to manage resources, assess costs/benefits and find people with the right skills for production (or for example implementing a video editing training for the Media Structure). A more video focused promotion would also benefit the TikTok account of the association which is currently underutilised. TikTok is an ever growing platform with good opportunities for the promotion of VIP. Last but not least, a new VIP introduction video is advisable which can be used in introducing the association to incoming students. Such a video would also benefit from a more video-focused promotion and the resulting higher quality and variety of videos available.

#### *Non-active members*

Engaging non-active members is an important concern for us. While we have a strong community of active members, event attendance from non-active members is relatively low. We believe a goal should be to ensure that all members are aware of the broad range of opportunities VIP has to offer. To bridge this gap, we advise considering organising events that are more approachable for those who may not know many people within the association. Events like for example dinners and pooling (perhaps specifically catered towards newcomers) can create a comfortable atmosphere for members to get to know each other and become more involved. It is good to collect data on attendance from non-active members during these events, to see if they actually attract new people.

Visibility remains key to achieving our objectives. We think VIP can enhance its presence, particularly on social media platforms and the monthly newsletter, to ensure that non-active members are regularly informed about VIP's activities and events. This can be done by making use of more pictures and videos in promotion, as mentioned above under First-Year Introduction. This also ties into the later addressed use of brightspace which might offer good opportunities to reach new target audiences.

### *The voice of the members*

We firmly believe in continuous member engagement with the various activities VIP offers. Over the past few years, we have seen shifts in the popularity of specific events, which lead to some committees disappearing, but also the emergence of new ideas and new committees. To evaluate these new concepts and decide when it's time to phase out older ones, it is essential to ask for members' opinions regularly.

We recommend aiming to engage our members through informal methods such as WhatsApp, Instagram polls, or discussions during General Members Meetings. By gathering their input, we can ensure that our activities align with their preferences and remain relevant. Meanwhile, it is important to keep a good balance and not overflow them with surveys and questions.

### *Career and Education*

Within the domain of Career and Education, we have observed some intriguing shifts and challenges that demand attention. Social activities have experienced a surge in popularity, a trend that became more pronounced, especially since the onset of the Covid-19 pandemic. However, in contrast, career and education-related committees have faced a different scenario. These committees have often struggled to recruit enough members to fill all the spots.

Moreover, we've noticed that career and education events have had fluctuating popularity, consistently falling behind social activities in terms of attendance. This is a cause for concern, as we believe that these activities hold great potential in providing unique insights into the working field and offering students valuable knowledge that extends beyond the standard psychology curriculum.

It has come to our attention that the career and education-related activities that did manage to draw substantial attendance were those focusing on new and exciting topics, going beyond the typical course material. However, a significant portion of our members may remain unaware of these opportunities or fail to recognize their relevance. Our recommendation is to improve the image of these events by offering more comprehensive explanations and implementing more elaborate promotional strategies, such as through the faculty, or during lectures or working groups. By enhancing the visibility and understanding of career and education-related activities, we aim to bolster attendance and ultimately increase the popularity of these committees.

In light of the 2018 Long-Term Vision Plan's mention of the previous popularity of career and education-related activities, it may be convenient to seek advice from former board members from these years, or investigate the strategies that were effective during that period. If the current situation is merely part of fluctuating trends, we strongly advise exploring all possibilities to further enhance the popularity of these events.

Furthermore, we believe that there is much to gain from fostering educational collaborations. These collaborations can occur with other associations that might cover overlapping topics from a different perspective. Additionally, we see the potential for more fruitful collaborations with the faculty. While we will elaborate further on connections with the faculty in subsequent sections, it's worth noting that working together on career and educational activities can significantly enhance these events. Collaborations provide the opportunity to combine resources and potentially unveil innovative ideas. These initiatives can contribute to the overall improvement of our career and education-related activities, offering a more enriching experience to our members.

### *Alumni*

VIP currently has an alumni network that is not actively being used. We advise the upcoming boards to revisit this network and find a way to make more use of this. The database was last updated in 2021, and might not be completely accurate anymore. Therefore, we recommend updating the alumni database annually. Also, it might be beneficial to reconnect with

alumni on a personal level and involve them in the big updates from VIP, by sending them regular updates, or asking them for their opinions on certain alumni/career related matters.

## External Affairs

### *ECTS*

We think aiming to strategically integrate the European Credit Transfer and Accumulation System (ECTS) within the framework of our study association's activities would be beneficial to both members and the University. This integration seeks to bolster the employability of students at the University of Groningen (RUG) and bridge the existing gap between academic pursuits and real-world career readiness.

The RUG has observed lower scores in the employability section of their surveys (e.g. also in 2023), indicating a need for focused efforts in this domain. As a proactive study association, we aim to collaborate with RUG to augment the employability of our members.

Recognizing the successful models implemented by other associations, we propose an integration of career development activities into the academic curriculum. We borrow this idea from our brother association Sociëtas whose members have to attend one career event per year as part of their “Testdagen en vaardighedentraject” course. This approach ensures that students actively participate in career-related events, workshops, and networking sessions as part of their course requirements. In doing so, they not only acquire valuable skills but also earn ECTS credits, thereby aligning their academic journey with practical career development.

In doing so, we hope to encourage and prepare students to attend activities and thrive in their professional fields. On the other hand, the faculty has high self-interest to improve the perception of employability efforts by the university. When researching the possibilities of implementation, it can definitely be beneficial to contact associations who already have experience in this, to ask for advice.

### *Collaborations*

In our long-term vision, we identify substantial potential for VIP in developing partnerships, both with other associations and companies.

Concerning associations, VIP already enjoys productive and ample cooperations for social activities (such as VLC, Galant Gala). However, there exists room for growth, particularly in the areas of career and educational activities. By establishing partnerships with associations from fields relevant or adjacent to psychology, we can expand the diversity of our offerings, such as for lectures and workshops. These collaborations stand to benefit from the synergies created by the combination of diverse fields (for instance, business, pharmacy or biology) and the pooled resources of multiple associations (such as more interesting locations, increased budget and more pull for speakers).

In terms of corporate partnerships, VIP presently engages with several small to midsize companies, primarily within the Groningen region. We believe there is ample opportunity for further expansion. Given the adaptability of psychology as a field, with graduates holding diverse roles across various domains, we envision VIP confidently pursuing partnerships with larger or more diverse companies. As one of the largest associations in Groningen, we possess the capacity to extend our reach and influence in this regard. Not only would this improve the opportunities for our members, but it might also have positive effects on the associations' financials.

Additionally, we see the potential for targeted collaborations with companies that are oriented towards international students seeking employment or residency in the Netherlands. Recognizing the unique needs and aspirations of this demographic, VIP aims to facilitate connections with employers and organisations that offer opportunities conducive to international students' goals of working or staying in the country.

### *Strengthen Faculty Bonds*

In our long-term vision, we seek to enhance the collaborative ties between VIP and the faculty through a considered and practical approach. A key element involves expanding our footprint within the faculty. We envision hosting a wider range of events in the faculty (garden, providing students with additional opportunities for academic and leisure activities). This could encompass diverse offerings, such as workshops, and social drinks, or encourage committees to use the faculty as a location.

Moreover, we would aim to establish a more noticeable presence of VIP within the faculty. This entails the regular use of faculty screens to communicate our activities effectively, ensuring that our offerings are consistently presented to the student body. Another use could be improving the visibility and increasing the knowledge about the VIP Office on the 4th Floor. This could be supplemented by organising ‘events’ at the VIP office to encourage members to visit and get to know these spaces. An example could be having more themed coffee hours and/or involving committees in these.

In terms of interpersonal relations, we acknowledge the significance of improving contact with the faculty. We encourage the boards to aim for a more open and cooperative atmosphere, alleviating any existing tensions and facilitating smoother event coordination. This involves proactive communication and a willingness to adapt to the needs and expectations of both parties.

To formalise this relationship, we propose to introduce the VIP board to the faculty board, as well as other influential figures within the faculty. This introduction seeks to create a direct line of communication and mutual understanding, paving the way for more streamlined collaboration. Lastly, we believe in extending invitations to faculty staff for certain VIP events. By involving them in our activities, we aim to cultivate a sense of community and mutual support between students and faculty members.

Through these strategic initiatives, we aim to build a more robust and collaborative partnership with the faculty, ultimately enriching the academic experience for all VIP members.



## **Sustainability**

At VIP, we recognize the enduring challenge of sustainability, acknowledging its complexity and the need for our association to play a proactive role. As a study association for psychology students, we understand the significant influence our future behaviour experts can play in fostering a sustainable mindset. Embracing a Long-Term vision, we aim to shape our association's attitude and behaviour toward sustainability in ways that extend beyond the immediate horizon.

### *Annual Sustainability Report*

In the academic year 2021-2022, VIP initiated a shared document among associations to showcase their sustainability efforts and share best practices. Recognizing the importance of collective knowledge and continuous improvement, we propose maintaining an annual sustainability report accessible on the VIP site. This will serve as a resource for other associations seeking inspiration and foster a community where ideas and practices can be exchanged seamlessly.

### *Locality*

Our commitment to sustainability extends to supporting local grown produce and embracing sustainable catering options. Acknowledging the growing array of sustainable offerings in Groningen, we strive to stay informed, ensuring that VIP actively contributes to the local sustainability landscape. Part of this is e.g. the continued use of local farms such Streekboer de Zwerver when providing food to members at the active members weekend.

### *Member Engagement*

VIP can encourage its members to engage in sustainable behaviour. Initiatives such as committee battle points for sustainable acts and challenges among members to innovate sustainability practices are a good way to integrate sustainable measures in casual ways.

In our pursuit of a greater connection to the professional field, VIP can also explore workshops or lectures on sustainability topics that resonate with our members. This could include discussions on the psychological aspects of climate change, providing insights into how

clinical psychologists can address the growing concerns of citizens. This initiative aligns with VIP's commitment to shaping well-rounded and socially conscious professionals.

To enhance transparency and keep our members informed, VIP already maintains a dedicated 'Sustainability' section on the website. This hub is currently showcasing the current Green Label and offers a feedback box for sustainable ideas of members. We think greater utilisation could happen here by e.g. giving updates on sustainability measures, including support for local initiatives, sustainable catering, statiegeld collection, vegetarian food options, sustainable clothing practices, and initiatives to minimise paper and plastic usage.

### *Green Office Collaboration*

In our commitment to sustainability, VIP could actively collaborate with the Green Office. By staying informed about the Green Office's offers, including grants for choosing eco-friendly travel options, VIP aims to maximise its impact.

## **Budget**

In 2020-2021, the board and audit structure drafted a plan to reduce the amount of savings that the association had started to build up on their accounts. However, as a healthy and well-working association and in fairness to our members, as well as legal reasons, the association should not run profits over the years. Due to COVID-19, but also a facet of other reasons, costs were lower, which led to sizable funds being unused. This is why in 2020-2021 a document was written, outlining various ways in which to spend these funds effectively. Moreover, it was decided that the coming years will purposely run at a loss as to sustainably reduce the savings spread over multiple years. During this year, the board of 2022-2023 did notice that the draining of the savings was happening at a faster rate than envisioned in these documents already without the outlined “extra” purchases. This is due to rising costs and the resulting difficulties in achieving the same things from previous years with similar money. Furthermore, due to the existence of new expensive committees, it became clear that a more sizable amount of savings was recommendable as to ensure that the association could manage prepayments without issues. Because of this, the board of 2023-2024 was advised by the Board of 2022-2023 and the audit structure to already move towards a net zero result, which then should ultimately be reached in 2025-2026.

## **Recent Developments**

Since the working group's starting date in early 2023, some developments have taken place that are worth mentioning. Some of these had been thought to be included in this Long-Term Vision but already implemented, others were implemented and addressed themes of this Vision and are therefore interesting to mention. In May 2023 the board 2022-2023 presented amendments to the statutes that were necessary to adhere to Dutch law changes - the WBTR. The board used this opportunity to also make changes to Friends of VIP, a previously upgraded alumni membership that now turned into an “interest” membership of the association. This means non-psychology students of the University of Groningen can now join the association with reduced benefits compared to regular members. This change was made to accommodate inter alia students in shared committees and also friends of members who want to be connected to VIP. Also discussed during the Long-Term Vision meetings were changes to the committee selection of VIP which previously was done heavily relying on committees. The board 2022-2023 discussed possible changes to the procedure at length and in the end, it was decided to discuss this change with the candidate board 2023-2024 for future implementation. In the end, the candidate board adopted a changed version of the committee selection process for the September round in which board members were present at committee interviews. This process will be evaluated by the board of 2023-2024 and its future will be discussed.

## **Evaluation and future use**

Two essential details will decide if this Long-Term Vision will be achieved and successful in assisting the association in navigating the upcoming years. First, we would like to ask the coming boards to evaluate the progress or necessity of the presented content continuously during the next years. Part of this will be keeping track of tangible aspects to be able to make substantiated statements in the future about the success and failure of addressing the topics. This means we highly encourage each board reading this to think about how the progress of a sub point can be monitored. As such, we have added an appendix where we hope that the boards will log this data so that boards in a few years can still accurately follow the development of the association. To clarify this point imagine the following: The association wants to improve upon the attendance at career events. In order for subsequent boards to assess if this topic has been tackled successfully, the previous boards would have needed to track attendance for career activities and record them somewhere. Otherwise, it will be guesswork if these goals have been achieved.

Second, we ask the upcoming boards to involve this document in the transfer period of their candidate boards. In specific, we encourage that this document will be used and discussed during the policy writing of each candidate board. Thereby, the points covert in this vision can find their way into the policies of the upcoming years, inspiring the boards and informing them about the progress that has been made. In this way, the Long-Term Vision will find its way into the day-to-day and yearly dealings of the association and can actually contribute to change for the association.

## **Epilogue**

With this we conclude the Long-Term Vision of 2023. After a more modest 9 months (in comparison with the previous iterations) we are happy to present you with our ideas and encouragements regarding the future of the association. Previous Visions have definitely played a part in the successful development of VIP, having steered boards towards long-term goals. We believe that this overarching redline is essential in helping board years feel less separated and lead to more homogenous and purpose-directed steering of VIP.

In general, this Long-Term Vision proposes less radical changes than were previously proposed. However, we should not see this as a shortcoming of this Vision but rather as a testament to the successful management of the association during the last years. Nonetheless, we believe that this Vision, as others have done before, can inform future boards in progressing the association in meaningful ways. We hope that readers of this document will find it informative and helpful in implementing changes that will grow and improve the association that we have given blood, sweat and tears.

Finally, yet importantly, I want to thank the rest of this working group for their contributions during the last 9 months. Namely, Adam McGrane, Bert van der Leest, Corné Jansen, Ellemijn Podt, Laura Keijzer, Sophia Noraman. Not allowed to be missing from this list is also Annemieke Steman, my fellow board member with whom together I steered this working group, who helped me write it and without whose reminders and initiative this Vision might not have come to fruition (at least not on time).

On behalf of the Long-Term Vision working group,

John Clemens Nagler

Chairman, VIP Board 2022-2023

## Appendix

Topic Description	Current Data (incl. year)	Comments and tips for future development
