# E.MAlumni Board 2.0 Working Plan 2013-2014

# Contents

## Target and Objectives of this Document

This is the second working plan by the E.MAlumni Association Board elected for the term of July 2012 to June 2014 (Board 2.0). This document is addressed to the EIUC and E.MA and shared with the E.MAlumni Community. It is an extended and elaborated version of the E.MAlumni Board 2.0 Initial Working Plan (2012-2013) and can be further amended until the end of the mandate of the Board 2.0 (June 2014). The projects listed are ongoing and reissued every year but the budgets are for the 12 months period (see Annex 1).

The E.MAlumni works through activities and projects with targeted strategic goals. Projects' budgets are programmed at minimal cost (usually at no financial costs but with personnel resources) and try to optimise the role of the E.MAlumni community as an inestimable added value and to support the integration of the Global Campus Alumni (GCA). Through these projects the E.MAlumni takes steps in fundraising through membership and in identifying external sources of finance. Some projects and activities listed below are carried out by the Association independently, others in cooperation with EIUC, E.MA and the Global Campus (GC) and GCA more generally. This document is therefore also a statement on the areas of cooperation between EIUC, E.MA, GC and the Association - some of which are a continuation of the cooperation established during the last years. The list is in continuous development because the Board 2.0 may add project ideas including those from the wider E.MAlumni community. This has been the case during the Board 2.0 first year of work (2012-2013). At the end of the document there is a short statement on the work done by the Board 2.0 during its first year of activity.

The Board 2.0 is very grateful for the support EIUC has provided the organisation with and is looking forward to strengthen this cooperation in the future. EIUC's financial support is matched in kind by hard work from the volunteers, in particular from the E.MAlumni Board who sacrifice their spare time to strengthen the Association. The volunteers of the Board worked a minimum of 3 h/week on average for the Association, amounting to 1.404 hours of work/year. At a minimum wage of 10 EUR/hour, this amounts to a donation in kind of 14040 EUR/year to the Association.

This time is not invested to simply strengthen the Association for its own sake but also returns EIUC's investment through tangible results. For instance the Association is crucial in
- showcasing the sustainable success of the E.MA through the fact that alumni want to engage with the programme as volunteers.
- Furthermore, the Association enriches very directly the programme of the E.MA through organising lecturers amongst alumni for the Human Rights Defenders

Module, provides practical skills training preparing students for the job market through the career day and

- supports the integration of Regional Masters Alumni Associations though the GCA.

The Association has not yet reached a financial economic independence and is counting on EIUC's funding in support of some projects of the Association, for instance in the co-financing of experts in support of the website and the administration and organisation of the Association's work. This plan includes several projects that the E.MAlumni Association has carried out over the past three years as well as important new projects which require consistent administrative support in order to be most effective. This implies that for the near future, although the organisation is growing, it will continue to rely on the support of EIUC while also enriching EIUC's activities through projects and initiatives. The commitment of E.MAlumni will be one of the best testimonies for the success of EIUC's main projects which include E.MA and the Global Campus.

The Board 2.0 is active in the development of the GCA as a space of further cooperation with EIUC, E.MA and the other Regional Masters. The board has led the organisation of the GCA launch and its activities in the first year of establishment (since 26 January 2013) and will continue to support this very important project in a variety of ways including fulfilment of the Alumni's consultative role by the GC. The Board 2.0 commits to the best of its capacity to deliver positive results in the shared objective of promoting human rights education and initiatives.

## General Strategic Direction of the Board 2.0

The Board 2.0 focus on three main activities to strengthen the organisation and work towards the main objectives of the organisation as outline in the statute:

a) To promote and reinforce contacts between its members and the members of the GCA, at a professional as well as at an informal level;

b) To support the activities of the European Inter-University Centre for Human Rights & Democratisation (EIUC) and of the GC;

c) To promote human rights and democracy in Europe and throughout the world.

**Community Building**. The number of E.MAlumni is over 1300 living and working in five continents and in different kinds of entities including Government, IGOs, NGOs, the private sector and academia. The overall number of graduates, including those from different regional Masters, which are now integrated with the GCA, is greater and means an unrivalled wealth of expertise, experience and networks. The potential of this community can be enhanced and further utilised by:

a) Fostering the collection of professional information about E.MAlumni and GCA alumni in cooperating with other regional Masters Alumni Associaitons (AAs);
b) Connecting the community members;
c) Supporting and strengthening their cooperation and making links to GCA Alumni.

Steps to be taken to strengthen this objective are:

1. Intensify the use of the existing E.MAlumni website and social network profile and the involvement of non-active or less active members;
2. Involve recent E.MA graduates and reconnect with older generations; connect with GCA alumni
3. Strengthen the (micro-)projects co-participated by the E.MAlumni community that have been developed over the last year;
4. Increase the number of (micro-)projects co-participated by the E.MAlumni and GCA community;
5. Make the Association visible and appealing to E.MA students to facilitate their active participation as soon as they graduate and create opportunities for Alumni from the GCA to get involved in different ways.

**Institutional Strengthening.** After the revitalisation process occurred in 2009-2010 and the work of the first E.MAlumni Board (2010-2012) and the first year of Board 2.0 (2012-2014), the Association has achieved a stable institutional character and a diverse portfolio of projects. Some improvements need to be accomplished in order to:

α) Strengthen and improve internal functioning mechanisms;
β) Maximise existing funding sources (i.e. membership fees) and explore new funding possibilities to support identified actions in the future;
χ) Increase transparency;
δ) Optimise the work-flow and ensure continuity to the association's yearly work circle.

Steps to achieve these objectives include:

a) Finalise Standing Orders which will define internal functioning of the Association and outline the relationships with the GCA;
b) Adopt a Working plan and continue the revision of the Statute;
c) Identify existing funding possibilities and alternative sources of financing, taking tax obligations into consideration;
d) Strengthen the position of the E.MAlumni Executive Officer to cover the functions of Secretary General as detailed in the Statute to provide consistent support to the work of the Association.

**Enhanced cooperation with EIUC, E.MA and the GC**

Positive results were achieved in the past three years through the cooperation between the E.MAlumni and EIUC in activities such as: the E.MA Career Day and the Human Rights Defender cluster. Moreover EIUC has supported the Association in a number of other areas: design and development of the Website; financing of the Career Development Officer and then the Executive Officer; legal advice; organisation of the Annual General Assembly.

The E.MAlumni Board 2.0 would like to see the cooperation with EIUC continue and expand, including playing an active consultative role in the GC and a coordinating role in the GCA, the co-financing of projects and activities between the Association and EIUC. The E.MAlumni Association would like to acquire a leading role in:

α) Developing a more detailed database of E.MAlumni and GCA;

β) Strengthen cooperation with Alumni Associations of other GCA associations; Offering EIUC its lobbying capacity and its pool of knowledge and expertise for the educational programmes, including E.MA and beyond.

The main value and potential of the association is its community and membership. Only through a strong and motivated community, the Association can provide an added value to its members and to its partners, including EIUC, E.MA, GC and GCA and find new sources of funding. This is the reason why the first two main activities listed above ("Community Building" and "Institutional Strengthening") are fundamental to achieving the third one (Enhanced cooperation between EIUC, E.MA. and the GC).

# Projects and Cooperation Ideas between E.MAlumni and EIUC

This is an overview of project carried on by the E.MAlumni Board 2.0 including estimated budgets followed by more detailed project descriptions.

A.   **Fundraising & Development**

*Strategic Reasons*

The appeal of an Alumni Association lies in its sense of community of like-minded people who can benefit from their interconnectedness, both professionally and personally. The E.MAlumni is of strategic importance for EIUC for their greater outreach in recruiting new students, securing funding and staff. E.MAlumni has the potential to strengthen the brand of EIUC and raise its profile by encouraging graduates to remain connected to the programme by opening up their present and future networks. In order to encourage a vibrant and active membership, it is necessary to ensure sufficient income to provide benefits: newsletter, career development, and network.

The expertise of active members is also the Association's greatest asset when it comes to providing outside agencies (EU, UN etc. but also private sector organisations) with profiles of Human Rights experts. Being able to offer access to a database of Human Rights consultants is therefore another income source with great potential. This will require initial enquiry into E.MAlumni's tax obligations.

*Implementation*
1. Research the demand for access to a Human Rights Experts database, in particular by EU, UN and private consultancies that could be interested in having our community of experts as a resource for their services;
2. Examine existing funding sources: To date it appears that almost all funding has come via membership with and considerable support provided by EIUC for specific purposes. In order to retain and increase membership, it is necessary to continue to advertise the appeal of E.MAlumni to graduating students and existing members. A package of benefits should be clearly communicated to attract interest;
3. The notion of community is best placed in the community. As already suggested, Clusters in major cities such as Brussels, London, Geneva, Berlin etc. should be set up, each chaired by an Ambassador, as put forward in the working projects in this document. This would allow a more visible, personal and active sense of membership. Each cluster would be given ownership of its activities which should serve to attract membership and create face-to-face networking opportunities. As soon as local clusters are established, members shall decide what type of actions-events they will be involved in. Information shall be published in the E.MAlumni website and through social networks;

4. Communication to members should reflect the benefits of membership. A newsletter with a more visual approach, containing photos from relevant events, preferably local cluster events, would be extremely helpful in making the E.MAlumni more personal and personable;

5. It may be wise to examine the possibility of various levels (and therefore fees) of membership which reflect various levels of benefits. Eg. one-on-one mentoring is a great asset which has proven very popular with more than 100 applicants for mentors and mentees. This could be incorporated into a premium membership at a later date. Another element could include reduced rates for conferences, trips etc;

6. The Working Group on Fundraising will seek to liaise with the soon to be appointed fundraising manager of the GC? to optimise and coordinate outreach and development. A collaborative approach between the E.MAlumni Board and the new GC fundraiser would be highly beneficial for both.

*Budget*

For the implementation of these plans we will rely on the good will of our existing board members as well as a champion (i.e E.MAmbassador) within the Association. The main cost envisaged is in the communication and maintenance of the database and the possibility of occasional travel. Invitations to events can be kept to a minimum by using E-invites or email, although they should reflect the essence of a real invitation. The estimated budget for incurred costs is €500 for 2 years and the E.MAlumni will evaluate each expense on a one by one basis.

Administrative support with the task is necessary and could be provided by the Secretary General.

B. **Career Service**

The Career Service is one of the most important activities of the E.MAlumni Association as it directly responds to an expressed need by E.MAlumni and will be of great value to alumni of the Global Campus. The Career Service includes a range of projects detailed in this document such as the Mentoring Programme and the Career Day. It also includes very specific tasks for a dedicated person like the Secretary General such as weekly searching and publishing Human Rights job and internship openings on the E.MAlumni website, compiling an extensive link list for job listing websites, drafting documents explaining application processes specific for a range of international institutions.

*Strategic Reasons*

A career survey, carried out by the E.MAlumni Association amongst Alumni of the E.MA in 2011 (160 respondents), it became apparent that graduates would like the E.MAlumni Association to provide a career service specifically through:

1. Targeted human rights job listings – 30.36%;
2. Guidance on where to look for jobs (link list etc.) 22.01%;
3. Targeted counselling on application processes 19.78%;

4. Exchanging experience with other E.MAlumni (e.g. Mentoring) 24.51%;

The previous Board was able to respond to this concrete demand from E.MAlumni with the support of the Career Officer (co-financed with EIUC). The current Board can count on the Executive Officer. It is vital that these activities will be carried on, helping E.MAlumni to fulfil their potential and have they career they aspire to as this will in turn positively reflect on the E.MA and increase the valuable contributions E.MAlumni can make to the programme.

*Implementation*
The Board 2.0 continues all previous activities mentioned above and expand on them engaging with other GCA, therefore requiring additional hours of administrative support. This would allow, for example, better support mentors in their role and expand the Mentoring Programme, greater volume and more specific job and internship postings, drafting additional briefs on application procedures for international organisations, facilitating Webinars with experts on specific topics.

*Budget*
The main cost is the administrative support to be provided by the Secretary General to ensure consistency in support (for example for the mentoring programme), as well as consistent quality and expansion of the other service as numbers of E.MAlumni grow and other Global Campus Alumni Association are more closely involved.

X. **Secretary General**
After initial failed attempts to revitalise the E.MAlumni Association in 2004 the Alumni involved in the process of creating the Association clearly stated that a key element for the success and lasting of the Association was the presence of a contracted person able to give continuity to the volunteering work of the E.MAlumni community. EIUC has concretely met this need by contracting a part-time employee in 2005 and by dedicating part of the time of its Networking Officer from 2009 to 2011. These needs are also the underlying reason why the Statute of the Association foresaw the post of Secretary General. In the last years EIUC has supported the E.MAlumni by employing a part-time E.MAlumni who served as Career Officer and consequently a full time (on a 6 month contract base) Executive Officer. The work of the Career/Executive Officer has been absolutely vital for the Association to handle the increasing administrative work and also to achieve more ambitious projects including global campus alumni, such as the GCA Mentoring Programme. The Board 2.0 therefore proposes the employment of a full time staff member (Secretary General), to take over responsibility for administration and tasks previously carried out by the EIUC Networking Officer and of the E.MAlumni Career/Executive Officer in the future. The remuneration of this position has to be adequate, given the increase in responsibility compared to the other posts.

*Strategic Reasons*

The Secretary General would substitute the Career/Executive Officer and apart from merely administrative functions would have more responsibilities including some tasks previously carried out by the Networking Officer. This would:

1. Give continuity to and expand the Career Service;
2. Give continuity to and implement initiatives proposed by the General Assembly and the Board (e.g. Mentoring scheme, recruitment and matching; career day organisation etc.);
3. Play an essential role in linking the Alumni Associations of the regional masters as well as engaging with alumni of the Venice School of Human Rights, Venice Academy of Human Rights and participants of the Global Village more generally;
4. Carry out the administrative work of the association;
5. Actively engage in the involvement of non-active E.MAlumni;
6. Administer the E.MAlumni website;
7. Support the Board in the achievement of the three main activities listed above including support in implementing actions and projects;
8. Support the organisation of the General Assembly, Career Day and Human Rights Cluster and other activities in cooperation with EIUC.

The Secretary General vacancy could be restricted to E.MAlumni and GCA candidates (through an open recruitment porocess) and constitute a concrete employment opportunity. If EIUC confirms commitment on this idea, this employment opportunity should be announced as soon as possible.

*Implementation*

For the moment the person would work remotely with sporadic travels to Venice or other locations of relevance for the work. The E.MAlumni Board would be involved in the short-listing of the candidates and would line-manage the person selected by EIUC through an open recruitment process.

*Budget*

The monthly salary of a future Secretary General has to reflect adequately the level of responsibility and the qualifications and work experience necessary to carry out the job. At the moment it is fixed at 1.250 € before tax but should be reviewed after 6/12 months of probation period. The position is aimed at a motivated graduate looking for work experience in a human rights related field and a position which allows a lot of flexibility, an international experience as well as scope to shape the role. The employed person would be responsible for paying his or her own taxes and other working expenses including computer and internet connection. Currently, the Association can commit to co-financing this fixed cost by 5% with the aim of increasing this contribution as fundraising activities develop further and yield greater income. The E.MAlumni would be very grateful if EIUC could support the remaining costs of this vital role.

Δ. **Website code developer**

The E.MAlumni website is based on complex software that requires management and improvements to suit the dynamic needs of the E.MAlumni community. During the past four years EIUC has granted support (although with some interruption) to the Association through the work of a contracted software developer. If confirmed for the years to come such support would guarantee stability and efficiency to the whole communications strategy of the Association. It is therefore fundamental for the overall performance of the Association. Funding for this is essential for the existence of the E.MAlumni.

*Strategic Reasons*

1. Develop and refine the E.MAlumni website and explore options of expanding/integrating it with other regional alumni websites;
2. Implement new online tools allowing wider networking and information sharing to the E.MAlumni community;
3. Intensify the implementation of projects and cooperation among E.MAlumni living in different continents;
4. Increase visibility and usefulness of the statistics related to E.MAlumni professional information and the database.

*Implementation*

EIUC will evaluate whether continuing working with the previously contracted software developer is viable and if not launching a tender to appoint another contractor. The E.MAlumni Board will be in charge of the direction of the work to be done. Initially this work will be carried out exclusively by the E.MAlumni Board and it will be shared with the staff member (Secretary General) to be contracted in the future by the Association.

*Budget*

The hourly rate of the software developer may vary between 20 and 25 € depending on experience. The average amount of monthly working hours is estimated between 20 and 30 hours. The resulting average amount of monthly salary should be estimated at around 563 €. Until further funding sources have been established, the Association will rely on EIUC to cover these costs for what is very essential to the functioning of the Association.

E. **GCA Coordination**

The E.MAlumni Association has taken the lead in coordinating the Global Campus Alumni (GCA) which was launched in January 2013 as the six alumni association of the Global Campus Regional Master Programmes decided to join forces.

*Strategic Reasons*

1. Greater coordination between the GCA Associations opens a wealth of new potential with more alumni in more geographical locations and with very diverse expertise and experiences;
2. This set-up with greater cooperation and E.MAlumni in the lead reflects to a certain extent the structure on GC level, where EIUC takes the lead in organising the

other programmes. It therefore facilitates communication with EIUC, also in terms of finances, given the E.MAlumni already work closely with EIUC staff, have personal contacts and can look back on a history of cooperation;

3. Greater awareness of the procedures, competencies, processes and structures at EIUC by E.MAlumni Board members at the moment;

4. This structure with E.MAlumni in the lead is still young and has not been institutionalised. There will be further discussions with the other GCA Representatives whether this is the best possible and most sustainable, yet flexible set-up.

### Implementation

This responsibility of coordinating the GCA means a considerable additional commitment by the E.MAlumni board in terms of further volunteer resources as well as time from the staff member. The administrative and logistical work load has increased through the need to organise monthly Skype meetings for GCA reps and participating in them, preparing meetings and minutes, organisation of the annual meetings, communication and coordination between associations, implementation of joint projects. It is therefore a great challenge for a small organisation like the E.MAlumni already stretched in its resources.

### Budget

The main budget point is staff resources in form of an Executive Officer/Secretary General as well as that of programmes which facilitate communication such as Skype Professional.

## Φ.  GCA Education Project

The GCA meeting in Brussels will be used to create a live speed-mentoring event whereby more experienced alumni will be paired with more junior alumni or those wanting to change career direction. It will furthermore be open to connecting with people remotely via Skype.

### Strategic Reasons

1. Raise awareness of the wealth of experience within the alumni population;

2. Raise awareness of the mentoring programme as a unique opportunity provided by the GCA;

3. Provide an opportunity to get very concrete input to career related questions from more senior experts;

4. Allow more senior alumni to share experience and gain some insights into the challenges younger colleagues face;

5. Encourage networking amongst alumni from all GCA.

*Budget*

The organisation of this educational element as part of the GCA meeting requires further resources, especially in terms of organisational and logistically staff capacity. This will be met as far as possible by the Executive Officer and the E.MAlumni as well as other GC Representatives. In the future the Secretary General will play a crucial role in developing this further.

## Γ. E.MActivism Prize

Since 2012 the Board 2.0 has initiated a new award. The E.MActivism Prize is during the E.MA ceremony 2012 to the E.MA graduate that was most active in organising collateral activities, human rights and democratisation initiatives and fostering community life in Venice during the first semester and online before and during the E.MA. The prize was inspired by a similar prize named "Ubuntu Prize" awarded in the African Regional Master.

### Strategic Reasons

1. Give visibility to the Association and raise awareness among graduating and incoming E.MA students;
2. Encourage graduating E.MA students to register to the E.MAlumni website and attract new membership;
3. Take a step further in networking within the Global Campus Alumni network by making contact with the Alumni Association and Regional Master based in Pretoria;
4. Raise awareness amongst the guests of the E.MA ceremony of the social dimension of the E.MA as a consistent component of the E.MA programme and an added value of its educational structure;
5. Highlight the intercultural dimension of human rights;
6. Highlight the intercultural dimension of the E.MA and EIUC.

### Implementation

The Association opens a poll for graduating students in the E.MAlumni website for 15-20 days in July (ideally from 10th to 31st July). Graduating E.MA students elect the E.MActivism Prize winner. In case of a tie between students, the price will be awarded jointly.

### Budget

The Prize is a sculpture. The E.MAlumni covers the total budget of this prize.

## H. General Assembly

EIUC has supported the organisation of the E.MAlumni General Assembly in the last three years. These assemblies were organised in Brussels in May 2010 and September 2011 and in Venice in January 2013. As of custom and at the request of several E.MAlumni, to revamp the spirit of the E.MA experience, the Association proposes to EIUC to hold the next General Assembly in Brussels after having considered other locations such as Vienna and Warsaw.

*Strategic Reasons*

The organisation of the General Assembly will:

1. Comply with the statute of the E.MAlumni Association;
2. Raise awareness of the accomplishments of the Association amongst members and partner institutions;
3. Acknowledge and accomplish the request of the E.MAlumni community and of E.MAlumni partners, including the European Commission, to hold the general assembly in Brussels;
4. Allow the involvement of a larger number of E.MAlumni residing in the region;
5. Give E.MA students coming to Brussels closer contact with the Association and start to catch their interest for it;
6. Cut costs if coupled with the GCA event.

*Implementation*

Similar to previous years the General Assembly will be held on one day, Saturday, 16 May 2014. The Board 2.0 will be in charge of organising the programme. The invitation to attend will be extended to all GCA.

*Budget*

Similar to previous year E.Malumni count on support from EIUC for budgetary lines related to Board 2.0 and speakers travel, accommodation and per-diem plus catering expenses. A more precise estimate of the budget for this event will be done in consultation with EIUC. The co-financing scheme can be applied having the Association co-financing the event.

Administrative support with the task is necessary, it could be provided by the Secretary General.

I. **GCA Event**

The decision was taken amongst the GCA Representatives that this year's event should again consist of a meeting open to all GCA alumni. After last year's inaugural meeting in Venice, representatives decided that there was great value in meeting at least once a year in person. The official meeting will take place on Friday 16 May 2014 in Brussels and will see representatives from the EU Commission, EEAS and other EU entities in attendance. All attendees are encouraged to also participate in the E.MAlumni GA taking place the next day and GCA will remain in Brussels for further working meetings on 19 May as well as possible informal meetings with EU officials.

*Strategic Reasons*

1. Establishes crucial personal working relationships between the parties, especially important where an integration process is at its very beginning;
2. Raises awareness of the GCA further amongst all alumni and encourages engagement in person or online, on the day or in the future;
3. Aims to bring together for the first time GCA alumni and E.MAlumni;

4. Raises awareness also amongst donors such as EIUC and the EU Commission of the existence of the GCA as well as its accomplishments to date including joint projects such as the GCA Mentoring Programme;
5. Working meetings in person around the official day of the meeting will be much more effective and speed up the formulation of aims and objectives for the new year as well as speed up the decision making process about further integration.

## 9. E.MA Career Day

The E.MAlumni Association was directly involved in the organisation of the first three E.MA Career Days in the last three years. This is a full day of training, dialogue and networking organised by the E.MAlumni for E.MA students while still in Venice and towards the end of the first semester.

### Strategic Reasons

The career day contributes to:
1. Responding to a growing demand of trainings to search for job and help students prepare their career profile and CV;
2. Provide an opportunity for the students to discuss with selected E.MAlumni about career opportunities and career venues;
3. Provide the students with skill to select their best employment possibility, follow their human rights and democracy vocation and be prepared for a dynamic job market;
4. Create an interaction between E.MA students and E.MAlumni and give E.MA students closer contact with the Association and start to catch their interest for it;
5. Allows experts from the field and institutions to return to Venice and make closer ties with the programme, giving back to current students and enhancing their own career profile.

### Implementation

As per custom from the previous year and after agreement with EIUC and E.MA, the Career Day will be held on one day and selected E.MAlumni will contribute to the different panels. The Board 2.0 will be in charge of co-organising the programme with the E.MA Programme Director and will select the E.MAlumni to contribute to each panel.

### Budget

The Career Day is a curricular activity covered by the budget of the E.MA.

Administrative support with the task is necessary, it could be provided by the Secretary General.

## K. E.MAday

E.MA and EIUC gain visibility by closely engaging with E.MA students during their stay in the second semester destination, with the E.MAlumni community and the partner universities. In order to give wider visibility to the E.MA during the application period, the

Board 2.0 has been organising an E.MAday each year at the beginning of the second semester in different EIUC partner universities. The organisation includes an open day at participating Universities and present E.MA and EIUC to potential students by staffing a stall alongside E.MA Students, E.MAlumni and staff of the EIUC partner university in order to promote the E.MA to possible candidates. The open day can be shaped by each organising committee and could take the form of a desk at the faculty, a social event at a pub or a formal introduction in the EIUC affiliated department.

*Strategic Reasons*

1. Increase the number of applications to the E.MA;
2. Increase the involvement of E.MA students, E.MAlumni and partner universities in the promotion of the E.MA;
3. Foster the contact between E.MA students and E.MAlumni Association in light of future membership;
4. Strengthen the sense of community among E.MAlumni and refresh their link with E.MA and EIUC.

*Implementation*

E.MAlumni co-organise the event in cooperation with the E.MA Programme Director. Ideally the event takes place during one day at each University between mid February and mid March when the E.MA students are already in the host university and the call for the E.MA of the following year is still open. Each EIUC partner university should support the organisation of a stand equipped with flyers where E.MA students and E.MAlumni would stay during half or full day to provide information to potential students. Adequate visibility must be previously granted to the event by all actors implied, in particular in specific centres of interest (faculties of humanities, law, international relations...), in order to attract the highest possible number of perspective candidates.

*Budget*

The budget of the event includes the printing of advertising material normally provided by EIUC to all its partner universities. Reimbursing reasonable travel costs for E.MAlumni attending an event (if they come from outside the city) near them should be considered and partner universities are encouraged to invite E.MA students and E.MAlumni for an informal drink to conclude the day and provide networking opportunities.

Administrative support with the task is necessary and could be provided by the Secretary General.

**Λ.    E.MArrivals**

One of the unique features of the E.MA is the opportunity to spend one semester in Venice, with 90 enthusiastic colleagues and then depart for a second semester at one of the 41 EIUC European universities. The diversity of the experience in the second semester destination on the one hand provides openness and attracts academic and

personal interest from a more extended pool of candidates; on the other hand it results in different experiences in particular when it comes to logistics. Some EIUC partner universities offer support in finding accommodation but most often E.MA students have to look for themselves, which can be challenging. This project aims to assist E.MA students in finding affordable and appropriate accommodation.

*Strategic Reasons*
1. Offer E.MA students provisional accommodation of three days upon arrival at the second semester university;
2. Offer E.MA students the expertise of the E.MAlumni living in the city for a longer time in identifying the best place to live in the second semester destination;
3. Attract E.MA students to the E.MAlumni community;
4. Strengthen connections between E.MA people (Students and Alumni) in the EIUC second semester destinations cities;
5. Support the creation of local clusters (see project below);
6. Attract both E.MAlumni and E.MA Students to the E.MAlumni website and request them to fill in their profile. This information will then also be used to provide statistics on the professional situation of the E.MAlumni community, therefore see point 7 below;
7. Enrich the availability of information about the E.MAlumni community and strengthen fundraising opportunities;

*Implementation*
The E.MAlumni Board builds a database of logistic information to be posted on the E.MAlumni website. This database is partially in place in the user profile and needs to be customised and enriched with a matching tool that identifies who offers support (E.MAlumni) with support requests (E.MA students). Once the second destinations have been assigned, the Board will call for E.MA students requesting support to navigate the E.MAlumni database in order to identify people living in their second semester destination and who are willing to offer support.

Further discussion in the articulation of this project may involve EIUC and its partner universities to identify forms of attraction and compensation that may increase participation from the E.MAlumni side.

*Budget*
There is no specific budget for this project but it must be taken into account that for its realisation technical (website) and administrative support with the task is necessary, it could be provided by the Website Code Developer and the Secretary General.

M. **E.MAlumni in the field**
The Aim of this project is to give visibility to the activities of E.MAlumni working on the field worldwide though a short video.

*Strategic Reasons*
1. Increase visibility for the work of E.MA graduates around the world;
2. Expand the sense of community of experts among the E.MAlumni;
3. Intensify networking and lesson learning among the experts of the E.MAlumni community and intensify their exchange of good practices;
4. Produce video material able to transmit what are the activities carried on by E.MAlumni on the field;
5. Use the produced material in the advertising campaigns of the E.MA.

*Implementation*
The project is implemented in 3 phases which are modular and independent. The objectives of the different phases are:
1. Building of a youtube repository;
2. Creation of database of projects, people, countries and thematic;
3. Networking as mutual learning.

Only the steps implementing phase one has been detailed already. The other two phases will be implemented later on. Concrete steps for the implementation of phase one are:
1. Write an email to former students in order to invite and inform everyone about the project and the aim of the video that will be publish on youtube, in order to build a real community;
2. E.MAlumni on the field will produce short videos of 30 to 90 seconds to explain where they work and what they do. Each video must contain a short textual description of the project in which the E.MAlumnus/a works;
3. All videos received will be shared in a dedicated youtube channel and embedded in the E.MAlumni website in open-access;
4. Open up to Alumni from other Regional Masters or at least advertise it to them.

*Budget*
Each phase is developed with a specific budget. Phase one will be developed through the work of the E.MAlumni Board and community and no extra costs are foreseen.

Administrative support with the task is necessary and could be provided by the Secretary General.

N.    **E.MAhubs and E.MAmbassador**
Building on the experiences of the past years of holding informal meetings among Masteroni, the Board 2.0 is fostering gatherings of Masteroni and Masterini living in the same area. On the one hand, the goal is to create new spaces and to contribute to existing ones, to exchange ideas and launch debates, if there is the interest and willingness to do so, on topics of common interest. On the other hand, the idea is also to give a platform for organising social events, and sharing useful information about where we live. In addition, the local clusters (called E.MAhubs) can become an integral part of E.MAlumni's outreach and development strategy by keeping former students connected

to the programme and attracting potential new students and teaching staff. It can provide an extremely important platform for face to face networking and bolster the notion of community within the Association. In order to have a local coordination one E.MAlumni is entrusted as E.MAmbassador or Contact person. This is the reference person at the local level for the E.MAlumni and its role is to facilitate interaction and organise local events. The role of the E.MAmbassador is however open to modification by the local community as far as it respects the statute of the Association. Expanding the community at its local level is a key step in making the E.MAlumni a strng community present internationally but also visible in the local.

*Strategic Reasons*

1. Facilitate networking among Masteronis and Masterinis;
2. Strengthen existing E.MAhubs;
3. Support the launching of E.MAhubs in those areas where Masteronis and Masterinis are interested in getting a space for exchanging ideas or for more social events;
4. Strengthen the potential of the EMA community members, taking into account that being in different institutions and organisations and engaged in a wide variety of projects, could provide an added value to our work;
5. Create representative hubs of the E.MAlumni Association and be ready for further parallel initiatives to be carried out in support of EIUC, E.MA and the Global Campus;
6. Expand the E.MAlumni community in the physical context of the local dimension;
7. Expand the capacity of the Association to organise activities.

*Implementation*

E.MAhubs have been created in different cities including Brussels, Luxembourg and Warsaw. 14 E.MAbassador have been identified in 4 continents. For more information visit http://www.emalumniassociation.org/emalumni/ambassadors/. The WG shall start with a pilot project in Brussels, where an important number of Masteronis and Masterinis are based. Firstly, we shall send a general call by mid-September through the Website to identify interested EMA members in this initiative. Upon receiving responses, we shall arrange where to gather, so as to meet and start identifying common interests and what type of tools shall be used for arranging forthcoming gatherings (Facebook, common list of emails).

*Budget*

No assigned budget to date. If funding could be allocated for organising debates, in order to count on the presence of interesting and appealing personalities, it could be an asset to organise rich debates. This possibility will be evaluated in cooperation with EIUC.

Administrative support with the task is necessary and could be provided by the Secretary General.

O.  **E.MAgazine**

The Board 2.0 has included among its activities the elaboration and publication of an EMA Newsletter (E.MAgazine), consisting of articles written by our colleagues in the field and of other pieces that might be of interest (relevant reports, events taking place in the regions where we are based, news from the Master Programmes). The idea is to continue the work launched by the previous Board and foster the participation of our colleagues in drafting a useful tool for all. The E.MAgazine is our most important tool in reaching future and existing Alumni and is essential for recruiting and retaining membership, thus securing funding for the Association.

*Strategic Reasons*

1. Offer a space where we can find useful tools for our work but also relating to other relevant spheres in relation to human rights and democratisation;
2. Enhance participation and involvement of the E.MA community to provide information that could be of interest to other colleagues;
3. Strengthen the E.MA brand by presenting former students in their current fields or work;
4. Be an integral part of the overall communications strategy of the Association.

*Implementation*

The WG publishes works on new issues of the E.MAgazine merging existing articles with new proposals provided by Masteronis and Masterinis following a call for articles. This is an instrument to build bridges among and to the alumni of the GCA.

*Budget*

No budget is envisaged as the collection of articles, the edition of the E.MAgazine and its uploading in the Website would be undertaken by the members of the E.MAgazine Working Group.

Administrative support with the task is necessary, it could be provided by the Secretary General.

Π.  **GCA Mentoring Scheme**

*Strategic Reasons*

The purpose of this project is to help masteroni develop their professional lives and enhance the interaction between the alumni community. The scheme links those seeking assistance with career-related issues and those able to provide such assistance on a one-on-one basis. This includes advice on career choice, career change, job applications, work-life balance etc. It also encourages Alumni to complete their online profile as this is included in the matching.

*Implementation*

The first round opened in January 2012 and resulted in the matching of 12 pairs with the Career Officer playing a central role in the administrative side as well as the matching.

For this, the previous Board developed application forms for mentors and mentees. A follow-up is required with the mentoring couples to find out about their experiences and gather their suggestions for improvement. The evaluation will be through a Survey Monkey questionnaire before December 2012 and the results should be incorporated into the next call for registration before March 2012.

### Budget

While the activity is essentially free, administrative support with the task is necessary which could be provided by a Career Officer as in the past or someone in the role of the Secretary General.

## Θ. Diversity Group

### Strategic Reasons

One of the unique selling points of E.MA is its diversity of students. In order to attract the highest quality of students, E.MA needs to appeal to the widest possible pool of applicants. A diversity working group will allow for a more proactive approach to diversity. The role of this group will be to identify possible barriers to applications and uptake of places to some diversity groups and suggest ways to overcome these - thereby unlocking potential. Liaise with other regional Masters to see how they select students for example to ensure a balance etc.

### Implementation

Another call for Alumni interested in joining such a working group should be sent out before January 2013. An anonymous diversity monitoring questionnaire drafted by the group should be sent out via survey monkey before July 2013 to gather statistical data on the make-up of the Alumni body including reasons for applying and accepting the offer before July 2013. Also identify opportunities for diversity monitoring at different stages of the application and graduation process. A 25% return rate of the questionnaire would be desirable.

### Budget

Free online software will be used so no cost is likely to incur.

## P. E.MAlumni Web-Star

### Strategic Reasons

The E.MAlumni community is growingly using the web resources available (website and social networks) to interact, carry on projects and organise activities. The importance of online presence by the E.MAlumni is therefore crucial. In order to restate the importance of the online participation and encourage the E.MAlumni community to be active, the Board 2.0 decided to award the E.MAlumni Web-Star to the person that in one calendar year is more active in the E.MAlumni website and social network. Participation is measured by number and quality of posts, responses, engagement in discussion and sharing of further info.

*Implementation*

The Board 2.0 has collaborate with the website code developer to develop an online meter that track activities of a calendar year of registered members in E.MAlumni website. After evaluating these figures and the figures present in social media (mainly facebook for this purpose) the prize is awarded to the most active E.MAlumni. The prize is a waiver of the Membership fee of the E.MAlumni Association for one year.

*Budget*

The E.MAlumni Association will award one year membership for free to the winner. No further budget is foreseen.

## Σ.   Further Projects and Initiatives

Hereafter a list of projects and ideas to be detailed in the future:

- Strengthen networking among GCA; Development of the Database and Statistical figures about Alumni;
- Publications with Padua University - in peace and human rights;
- Definition of a new Annual theme for the E.MAlumni Association; this award should be open to all generations of E.MAlumni and given to the E.MAlumnus/a with the most relevant achievements in the area of Human Rights and Democratisation;
- The E.MAlumni Association is glad to contribute once more to the E.MA Human Rights Defenders Cluster in continuation of the work of the previous years;
- Foster the involvement of E.MAlumni outside Europe;
- Project "Call E.MAfriend": Identify and involve E.MAlumni that never applied to the Association or are not too involved;
- Explore options for Webinars which could be sponsored by particular agencies or even private companies and would take the form of live blogs on specific topics which include a virtual 'panel of experts' and a moderator;
- Project "Theses mentoring scheme": in October the E.MAlumni will make itself available to E.MA students for consultations concerning their choice of thesis topics. This project can be a sub-project of the E.MAlumni mentoring scheme;
- Project "30min for E.MAlumni": Alumni can volunteer 30 minutes a week to add to the E.MAlumni website initiatives, job posts, Education (CfP, CfA) issues. For instance a group of 20 volunteers would be able to spend 10 hours a week entering content for the benefit of others which would enormously increase the quantity of posts from others;
- Project "Board on-board": Each board member is responsible for one day a week to moderate and to make the website interactive with follow up comments and new proposals;
- Create cooperation and agreements with other students and Alumni associations. First of all GCA Alumni and then other HR&D Alumni. Also cooperation with international students associations (i.e. AIESEC) or federations can be evaluated;
- Revision of the E.MAlumni Statute as requested by the General Assembly.

Annex 1

| E.MAlumni Board 2.0 – Working Chart 2012-2013[1] | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Action \| Project | E.MAlumni contribution | EIUC contribution | total cost for 1 Year | Estimated Income | Obj 1 contacts btw members | Obj 2 support EIUC | Obj 3 promote HR&D | Secretary General weekly working hours | Priority level 1 = priority; 2 = could be postpone |
| Fundraising & Development | % | % | € 500 | € 2.500 | yes | yes | yes | 8,00 | 1 |
| Career Service | None | None | None | TBC | yes | yes | yes | 8,00 | 1 |
| Secretary General | € 750 | € 14.250 | € 15.000 | None | yes | yes | yes | | 1 |
| Website code developer | | € 6.756 | € 6.756 | None | yes | | | 3,00 | 1 |
| GCA Coordination | | | | | yes | yes | yes | GCA | 1 |
| GCA Career Project | | | | | yes | yes | yes | GCA | 1 |
| E.MActivism Prize | € 65 | None | € 65 | None | yes | yes | yes | 1,00 | 1 |
| General Assembly | TBC | TBC | TBC | TBC | yes | yes | yes | 4,00 | 1 |
| GCA Event | | GCA Bud. | GCA Bud. | GCA Bud. | yes | yes | yes | GCA | 1 |
| Career Day | | E.MA Bud. | E.MA Bud | E.MA Bud. | yes | yes | yes | GCA | 1 |
| E.MAday | None | None | None | None | yes | yes | yes | 1,00 | 2 |
| E.MArrivals | None | None | None | None | yes | yes | | 1,00 | 2 |
| E.MAlumni on the field | None | None | None | None | yes | | yes | 1,00 | 2 |
| E.MAhubs and E.MAmbassador | None | None | None | None | yes | yes | yes | 4,00 | 1 |
| E.Magazine | None | None | None | None | yes | | yes | 1,00 | 2 |
| GCA Mentoring Scheme | None | None | None | None | yes | | | 3,00 | 1 |
| Diversity Group | None | None | None | None | | yes | yes | 1,00 | 2 |
| HRD Cluster Lecturers | None | None | None | None | | yes | yes | 1,00 | 1 |
| E.MAlumni Web-Star | | | | | | | | 1,00 | 2 |
| General Admin | € 1.000 | None | None | None | yes | yes | yes | 2,00 | 1 |
| TOTAL | € 1.815 | € 21.006 | € 22.321 | € 2.500 | | | | 40,00 | |

Additional projects, including those listed in the Working Plan under "Further Projects and Initiatives" can be implemented depending on capacity and budge