



**Multi-Annual Plan
2020-2024**

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Introduction

Dear reader,

Before you lies the multi-annual plan 2020-2024 of the Amsterdamse Studentenvereniging Gay (Amsterdam Student Association Gay). In this document, we aim to provide members of our association and interested external parties with a picture of the current state of A.S.V.Gay and the ways in which we hope that the association will develop further.

This multi-annual plan consists of a number of main subjects. First, we will illustrate the mission and vision of A.S.V.Gay and illustrate how we would like to see those be maintained. We will then review several subjects that we consider to be important when looking at the next four years.

Looking at A.S.V.Gay, we currently see a well-run and full-fledged student association, that in its ten years of existence has grown to a medium-sized association and counts 308 members at the time of writing. This is an association that cannot be ignored within the Amsterdam student life. We can proudly conclude that A.S.V.Gay has become an important platform for students with a range of sexual orientations and gender identities. We can offer these students a safe space where, aside from their own studies, they can have fun and find friends at activities and *borrels*.

We also offer information concerning sexuality or other relevant subjects in an informal manner. This is done by for example information sessions, symposia and other socially relevant activities. For us as an association it is very important that the open atmosphere and freewill are preserved – the threshold to come to an activity must be kept as low as possible for everyone. Members should not feel pressured to come to activities. We will therefore not become an association with for example compulsory *borrels* or hazings. This way, we try to make and keep A.S.V.Gay a safe space, where everyone feels and will continue to feel welcome.

As mentioned above, there are a number of subjects that we will address looking towards the future. These subjects play a part in the current state of A.S.V.Gay and the possibilities for growth therein. We will always keep an eye on the mission of A.S.V.Gay when reviewing these subjects.



Lastly, we would like to emphasise that this multi-annual plan is also meant as a guideline for future boards. This plan may also be reviewed by external partners of the association if they join into partnership with us. We will not be offering ready-made ideas or solutions, but instead offer pointers for places where we see possibilities for growth and expansion. We wish you a pleasant read.

This multi-annual plan is a translation of the Dutch-language "Meerjarenplan 2020-2024 der A.S.V.Gay". Any contradictions between the Dutch-language document and this document should be resolved by following the Dutch-language document.



Mission of A.S.V. Gay

The official mission of A.S.V. Gay, as secured in the statutes, is the following: **“Het bevorderen van het onderling contact, de zichtbaarheid, de (zelf)acceptatie, de emancipatie en de integratie van homoseksuele, lesbische, biseksuele, transgender en queer (LHBTQ+) studenten in Amsterdam.”** This may be translated as “Improving the contacts, visibility, (self-)acceptance, emancipation and integration of homosexual, lesbian, bisexual, transgender and queer (LGBTQ+) students in Amsterdam.”

Illustration of the mission of A.S.V. Gay

LGBTQ+ students in Amsterdam

At A.S.V. Gay, everyone is welcome who identifies with the student life, but the focus remains on people who identify as LGBTQ+. This term contains a broad spectrum of sexualities, gender identities, and sex diversities, for example: people who are intersex, asexual, non-binary, and many others.

Contacts

The association is both a digital and physical platform for LGBTQ+-students attending the various educational institutions in Amsterdam. This platform helps students find each other, keep in touch and undertake activities together. Our platform offers a safe space for contacts, especially for first-year students who are often new to Amsterdam. The city of Amsterdam is also internationally known as ‘gay capital’, which attracts many international LGBTQ+ students. These students are connected to each other and to students from Amsterdam through A.S.V. Gay.

Visibility

Our association aims to make the large amount of homosexual, lesbian, bisexual and transgender members in Amsterdam more visible. We also hope to use this visibility to positively influence (self-)acceptance of LGBTQ+ students.

(Self-)acceptance

By enlarging the contacts between LGBTQ+ students, these people can see that they are not alone. We hope that this can improve the process of self-acceptance. A.S.V. Gay offers special trustees, fellow students who can help with questions or problems with the sexuality or (gender) identity of members. The association is also intended to link



LGBTQ+ students to various help centres and in this way minimise the steps taken to get help if needed.

Amsterdam is internationally known as a tolerant city. However, there is still much to be done for the acceptance of LGBTQ+ students. The constitution of our association aimed to enlarge acceptance of these students. In the upcoming four years, we also want to improve contacts with ethnical and cultural minorities. These groups can still improve in terms of acceptance.

Emancipation

LGBTQ+ students are a minority in educational institutions. This means they are often overlooked. There are only a few initiatives that focus their efforts on LGBTQ+ students. We want to engage and encourage these students to help in the fight for emancipation.

Integration

As an association, we do not only want to offer LGBTQ+ students a safe space, but also keep in touch with non-LGBTQ+ related groups to connect them with non-cishets and enlarge acceptance of LGBTQ+ students in Dutch society as a whole.

Being a member of A.S.V. Gay

While A.S.V. Gay is an association mainly aimed at students, it is open for everyone under 30 who identifies with student life. This makes the members different each year. Because nothing is compulsory at A.S.V. Gay, every member can tailor their membership to their own personal wishes. However, certain aspects of the membership could be made more visible to (new) members. These aspects will add to the engagement of members and this will eventually improve the well-being of the entire association.

Design of membership

A.S.V. Gay aims to offer its members a range of activities and groupings. The groupings are formed by committees, clubs and the board. The focus for the upcoming years will be on increasing the amount of active members, meaning that more members will participate in these groupings in addition to as many activities as possible.



The weekly *borrels* are a certain part of membership. The *borrels* are the main moment for the association to converge. Most *borrels* will include a *borrel* talk by the board and a moment to sing the association song. Occasionally, theme *borrels* are held to keep the *borrels* more engaging.

In terms of activities, it is very important to balance fun activities (such as sport activities, dinners or parties) and socially engaged activities (symposia, movie nights and volunteer work). There are also a number of activities that combine these two types of activities, such as the (international) trips and Amsterdam Pride. It is important that the balance of activities is adjusted to the wishes of the members.

In addition, it is also important to motivate members to engage in activities as much as possible. This can be done by active promotion of activities, discounts for attending many activities, the sharing of pictures after the activities, and making sure attendance at an activity can be assumed. Similar to the points mentioned above, in our opinion this is currently already being done quite well. For this reason, the goal should be to continue organising and promoting activities.

A.S.V. Gay consists of a wide range of committees that keep the association going and organise activities. The goal here is to make joining a committee as attractive as possible. Not only is membership of a committee good for the association, it also presents a chance for members to get to know more people within the association, which in turn makes membership more fun.

Another important part of membership can be clubs. A club is a subgroup within the association that focuses on a certain quality of its members or a shared interest. Clubs may differ in size and structure. Their aim is to connect members with equal minds and form new friendships. If members wish to constitute their own club, they are supported by the association.

Lastly, a board year may also be a part of membership. The board is an important organ of the association, in which the members develop their professional skills while having lots of fun. It is important to have good continuing lines from members to the board. In part this means that members are stimulated to do a board year. This is an aspect that can be improved upon. In recent years, it has proven more and more difficult to find



enough applications for the board. In upcoming board years, there is time to review how to make a board year more attractive and what the reasons may be for people to not apply for the board.

We want to emphasize that A.S.V.Gay is an association without compulsory activities, even though membership of a committee, club or board to bring responsibilities with them. This means that members can decide for themselves if these groupings are something they wish to engage in. It is important to intrinsically motivate members to engage in groupings.

Alumniship

Since 2019, A.S.V.Gay has a new alumni policy. Because a member becoming an alumnus is often a sign that they have enjoyed their time as a member and wish to stay in touch with the association, the percentage of members that becomes an alumnus after leaving the association can be seen as a reflection of members' enthusiasm about the association. Becoming an alumnus will become more and more of a standard step in the future. In an ideal world, more than half of those terminating their membership will become alumni.

The new alumni policy forms a base for alumniship. Currently, alumni of A.S.V.Gay are offered at least three exclusive activities a year. In the future, this amount could be enlarged in line with the number of alumni. These activities will improve the connections between alumni. However, these connections may be strengthened from within the association first, for example by creating groups on various social media channels.

Aside from the activities organised exclusively for alumni, these members will also be kept up to date on open events such as parties and symposia and will receive a newsletter several times a year. They should be invited to the General Members Meetings (GMMs), even though they do not have the right to vote. They may also be invited to closed activities.

Lastly, the Alumni Committee would greatly benefit from the membership of at least one alumnus, ideally for a longer period of time. This would create continuity and offer a clearer insight into the wishes of alumni.



Member connections

While the previous section “Being a member of A.S.V.Gay” concerned the details of membership and the possibilities members are offered, this section will focus on the connections between members. How will we make sure members are happy with their membership in the long term, engaged and active? To answer this question, we will delve deeper into the matters of clubs, committees and the introduction period offered to our members.

Social connections are offered in many ways to members of A.S.V.Gay, not just by the *borrels* or other activities. The structure of the association, with committees and clubs, offer lots of possibilities for connection. However, many members – both former and current – run into problems with social connections because of for example the clique culture that is occasionally still present.

In this upcoming years, A.S.V.Gay wishes to work on a more fun and smooth transition from the introduction of a new member to the intended social connections, including possibly being active in a committee or club. We will look at the current structure in place to ensure this transition and offer specific possibilities to improve.

The introduction of new members

Immediately after registering, new members have to make a number of choices. They must decide whether or not to participate in the *kweekweek* (the introduction period) or the *ontrozing* (the introduction camp) and if they want to register for a committee or club. It would be a shame if new members miss out on things because they cannot see the wood for the trees. For that reason, it is important to promote active membership in a more concise way, without putting any pressure on new members.

During the *kweekweek*, new members are separated into groups and paired with “parents” as “children” of the association. Often, these parents have been members of A.S.V.Gay for at least a year. However, it has come to our attention that not all *kweekweek* groups are as close as others. Groups often fall apart, leaving parents with only one or two children. It is hard to determine the cause of this problem, which makes it hard to predict if a group will be successful upon formation. It could be an option to study the make-up of the groups more extensively before formation. In this way, groups could be made based on phase of life (people who are just starting out with their studies as opposed to people who are a little older) or other factors.

Time has told that members who participate in the *kweekweek* and the *ontrozingsweekend* have a closer connection to the association. For that reason, continuation of these activities is vital. It is also important that the whole association motivates new members to join in on these activities.

At this time, many new members lose their touch as soon as the introduction period is over. To change this, it is crucial for the Borrel, Advisers, Kweekweek, and Ontrozing Committees, among others, take the responsibility to talk to members who are at the *borrels* alone together with the board. By doing this, we ensure that new members have closer ties to the association, which contributes to a base needed for active membership. Another option would be to somewhat lengthen the introduction period by organising some extra activities after the *kweekweek*.

Committees

Concerning member connections, the many committees we have also play key roles in two ways - firstly by the organisation of activities and secondly by the interpersonal connections between members.

When organising activities, all members of a committee carry the responsibility to connect with new or less active members. This may be achieved by the way the activities are set up, but also by for example making conversation with less active members before or after the activity. In this way, members from various years can connect with each other.

Currently, the interpersonal connection between committee members is going very well. We can see that many members also meet up with committee friends and that they occasionally attend activities together. In addition, committees organise events for team building together.

Clubs

Clubs essentially fulfil a connecting role for their own members. Since committees may differ in size, there are few requirements set for the constitution of a club aside from those requirements mentioned in the bylaws. This stimulates members to constitute a club that aligns with their interests. Clubs have an autonomous role in that they can form their own identity and attract new members. In this way, they are conscious of their connecting role within the association.

Clubs can also facilitate connection to the association for new and existing members of A.S.V. Gay. The boards of clubs may do this by admitting new members and by organising open activities for the whole association in the aftermath of the *Kweekweek*.

Currently, this period is promoted by *borrel*/talks by the board of the association during the open *borrels*. During the committee/club market and by reading the infographics presented on the toilets and in the cafe of Amstel54 during the *borrels*, new members can learn about the clubs. For this reason, it is hard to pinpoint exactly where improvement is still necessary. It might be a possibility to create an annually or semi-annually meeting for the boards of the clubs to discuss promotion of their clubs amongst themselves.

In the upcoming years, we would hope to see the number of clubs and their membership to increase in line with the expansion of the association. This requires support from the board. Because of the current bylaws, it is fairly easy to constitute a new club. This is something that may also be communicated to new members by *Kweekweek* parents or the board.

Diversity and inclusivity

A.S.V.Gay already pays quite some attention to the subject of diversity and inclusivity. However, the overwhelming majority of our current members is being educated at a university or a university of applied sciences, is cisgender and white. This can still be changed in the upcoming four years, with the ultimate goal to make A.S.V.Gay even more inclusive. The end goal should be to make the association a good reflection of the Amsterdam LGBTQ+ community.

People of colour

At most student associations in Amsterdam, including A.S.V.Gay, most members are white. Similar to the way Queer people are still being discriminated against and stereotyped by cisgender heterosexual people, people of colour experience these things by white people as well. We see this happen not just by heterosexuals, but also within our association as well as within the LGBTQ+ community. A.S.V.Gay is aware of this situation and wishes to make an effort to make this problem visible and work on its solution. One way to do this could be the creation of an active policy to ensure more people of colour feel welcome in our association. We may work together with LGBTQ+ organisations that support people of colour or organise more activities explicitly aimed at inclusivity of people of colour.

Diversity in religion

Paying attention to different religious backgrounds through social media or in *borrel* talks could aid to making people with different religious backgrounds feel more at home in the association, for example by mentioning religious holidays like Ramadan. The diversity workgroup can play a big role herein.

Transgender members

In 2019, the club Trans+ was constituted, which is a club meant especially for transgender members of the association. In the single year the club has existed, it has already shown that transgender members often seek a support system that Trans+ allows them to find. We hope that this support will make transgender people feel more visible in both our association and our community and that this will make them feel better represented within A.S.V.Gay.

However, Trans+ should not be the only reason for transgender members to apply. The whole association needs to offer a safe space for these members and has to battle for acceptance, support and wellbeing for this group that's less on the forefront in society.

People with disabilities

An important part of inclusivity is making space for people with disabilities. Disabilities can be both mental and physical. The board can direct members' attention to various disabilities via our infographics. Policies may also be devised to look at how the association can be more inclusive towards those with a certain disability and collaborations can be made between organisations that focus on this target audience.

Diversity in level of education

Starting in September of 2020, those who are educated at a secondary vocational school are considered to be students, just like those at universities. While A.S.V. Gay has never limited these students to become members, they make up a relatively small part of the association. Since A.S.V. Gay has the responsibility to make everyone feel welcome, the wants and needs of this group must be considered, along with reasons for them in particular to become members.

International members

Currently, around a quarter of the members of A.S.V. Gay are international members. This group mostly consists of non-Dutch speakers. Looking at the active contribution of this group, we can see that they do not participate very much in the committees and clubs. It is possible that international members need more stimulation and information in order for them to participate actively in the association. For example, it might help to offer clearer information on what it means to be an active member in a committee or club.

When recruiting new members, we could focus more on international members that plan to study in Amsterdam for multiple years. These members can participate in the association more than members that are only here for a semester. International members could also be made to feel more included by making events such as GMMs more accessible to those who speak little or no Dutch.

Alcohol use

A.S.V. Gay should be a safe space for everyone, including those who do not drink alcohol for reasons such as religion, lifestyle or medication use. This means it is important to enlarge the number of activities without alcohol. Because we want everyone to feel comfortable, it is important that members do not pressure each other to drink regardless of activity. The board plays a large role in this form of social safety. They could for example organise an activity about the consequences and side effects of alcohol use.



Whose role is it to increase inclusivity and diversity?

Increasing diversity and inclusivity must be done by all members of the association. In the beginning of 2020, the Current Affairs Committee has organised a dialogue called 'Dear White People'. In this dialogue, the board and the members of A.S.V.Gay have struck up a conversation with various speakers from Maruf, Keti Koti Tafel and an ambassador from Amsterdam Pride. The discussion concerned the way A.S.V.Gay can be made more inclusive and the reason why it is important for an association like A.S.V.Gay to be important.

One of the conclusions made in the 'Dear White People' dialogue is that it is very important to keep the conversation about diversity and inclusivity open within the association. This means that the theme of diversity and inclusivity must not become taboo - members should be able to discuss it freely. This conclusion aligns well with the core values of A.S.V.Gay of openness and acceptance. Boards may stimulate this openness.

As a result of the 'Dear White People' dialogue, the diversity workgroup was set up. This workgroup will focus on increasing the diversity of the association and all aspects involved. By doing so, they will play an important role in the field of diversity and inclusivity.

In addition, it is important that we as an association are not only open to more diversity and conversations thereabout, but also that we fulfil an active role in approaching other organisations that are currently doing a lot for diversity and inclusivity within the LGBTQ+ community.

Lastly, the Current Affairs Committee can play an important role concerning inclusivity. This committee can organise (possibly in collaboration with the diversity workgroup) events to highlight subjects that are usually less talked about. In this way, our members can stay up to date to developments in this subject and keep the conversation going.

Financial

At the moment of writing (2020), the association is financially healthy. In the past years, the budget and realisation of the income and expenses have been matched up. In the upcoming years, however, there are still a lot of chances to increase the professionalisation of financial management and to strengthen the financial position of A.S.V.Gay. For clarification purposes, we will first briefly discuss the current financial management and then discuss some possibilities for financial improvement.

Current financial situation

Because A.S.V.Gay is an association without aim for profit, it is the goal of the financial policy to protect continuity of and ensure possibilities for the association to achieve its mission as best as possible.

The Treasurer is responsible for the association finances. At the beginning of the year, the Treasurer sets up a budget that must be approved by the GMM. When making unplanned expenses, permission of the Treasurer or the GMM is needed. With larger expenses, it is advisable for the applicant to set up a separate budget and have this approved by the Treasurer and the Financial Audit Committee.

The Treasurer keeps in touch with the committee Treasurers and ensures that the budget is complied to as closely as reasonably possible. At the end of the year, a financial report is written, including an account of the expenses and possible deviations from the budget. The Treasurer may only be released from their responsibilities after approval of the financial yearly report by the Financial Audit Committee and the General Members Meeting.

The partnerships, sponsorships and subsidiaries of the association are set up by the Commissioner External Affairs and the Acquisitions Committee. The goal of these partnerships and arrangements is always to be beneficial to both parties involved. These arrangements are often set up for the long term. As an association, we are currently content with the way this is set up.

Further increase in financial stability

The goal for the upcoming years is to increase the financial health of the association even more. The reason that this is necessary, is because the (new) number of members currently still has a large amount of influence on the financial state of the association, while the development of the number of members is unpredictable. A possible way to solidify the financial stability is to increase the number of alumni and to make them fill a larger part of the budget.

Chances for improvement of financial position

Our policy must continue its aim to keep unforeseen costs as low as possible, so the remaining money from the annual budget can be saved up. These savings can then act as a buffer. However, it is not the aim of the association to increase our savings. If this wish does emerge, for example to save for an own society building for the association, but a policy change must be installed at the GMM for this. We advise the upcoming boards to continue to critically evaluate all cost items.

Donors

Another way to increase financial reserves is through donors, who can donate to the association. A.S.V.Gay offers everyone the possibility to become a donor by transferring the association an amount to be decided by the donor. The association does of course not need to be dependent on these donations, but currently the potential of donorship is being underestimated.

Since many older members of the association are currently working professionals while still wishing to support the association, we could research the level of interest of older members to become donors. This is similar to other associations and may be an addition to alumniship.

Accountancy system

At the present moment, the accountancy of the association is still processed on paper. This system makes A.S.V.Gay lag behind other associations. While the digital accountancy system of Conscribo is being used, not all possibilities this programme offers are being utilised. If more of the digital possibilities of this system could be recruited, the accountancy could become more efficient and insightful, with a smaller chance for errors. By doing so, care needs to be taken that no data or accounting documents are lost. To guarantee this, more research around the system of Conscribo is needed.

Conscribo makes daily back-ups of all data, but it is also important to know what happens to this data when there is a malfunction with Conscribo or if it goes bankrupt. This needs to be looked into before we can completely transfer to a digital system. The goal is to run most if not all accountancy through Conscribo or a similar system. This would make optimal use of the range of possibilities available.

Professionalisation

A.S.V.Gay has made tremendous progress in professionalisation over the past years. Many internal systems have been improved upon and the transfer of knowledge is running much smoother than several years ago. However, there are still a couple of points that deserve some extra attention. In this section, we'd like to delve deeper into the social media policy, along with the external communication, the trustees, various collaborations with other associations and authorities and the future possibility of a societal building.

Social media and communication

A.S.V.Gay can still make some strides in the professional communication towards members, alumni and external parties. The association can still diversify and broaden its audience with its communication. Options for making this possible include active use of social media, the A.S.V.Gay app and our website. A new board may decide to clarify their communications policies in a social media plan. These tasks will primarily be performed by the Commissioner PR.

A.S.V.Gay will continue to develop its own mobile app and stimulate use of this app. The boards may review ways to expand the features and the user compatibility of the app. Communication towards members of the association will also become an important role for the app to play.

Trustees

The trustees have two core functions - they are the *'borrel'* buddies for new members and are an organ that can help individuals who need a listening ear. Currently, the second function is still somewhat unclear or invisible to some members. The board and/or the trustees can emphasise that the Trustee Committee can offer members support, be it for discrimination, self-acceptance or problems within the association.

It is important to keep in mind that the trustees are no professionals and should be treated that way when it comes to responsibilities within the association. The function as a support system that offers a safe space for everyone, but not as a group where professional advice can be expected.

A roadmap can be made for the trustees. With a roadmap it can become more clear for the members of A.S.V. Gay what the trustees can and can't offer. It also gives a handhold for the Advisers Committee for deciding what to do in cases outside of their knowledge/ability.

The board must continue to think of ways to improve safety within the association and the types of support the association may offer its members. For example, these questions could be discussed during social events, such as the symposium or a tea session - a small closed activity in which certain subjects can be discussed between members and the trustees.

Collaborations

In the past five years, the network of the association has been hugely expanded upon. This has led to various initiatives like the sister bond of IQSN, the Student Pride committee of Pride Amsterdam and many more like the AKvV and CREA. A.S.V. Gay can continue to expand its network within and outside of this country in the upcoming years. Boards could research possibilities to make contact with various social organisations that are of importance to the LGBTQ+ community, such as (inter)national associations or cultural and/or religious organisations.

In the past, attempts have been made to contact international LGBTQ+ organisations, but that has not been very fruitful up until now. International collaborations would, however, be very promising for us. If there would be exchanges or trips set up for members to connect them with LGBTQ+ students in other countries, this could have a very positive impact on the diversity of the association, since various different cultures can interact.

Society building

The association could greatly benefit from a society building. Aside from lowering the price of drinks at the *borrels*, a society building would create more storage space and offer a place for committees, the board and other members to meet. However, the price of housing is very high in Amsterdam and it could prove beneficial to look for a building together with other associations.

The acquisition of a building is a process that could take up to several years. The board has the opportunity to create workgroups for these types of projects. These groups could evaluate how attainable these long-term plans might be. This does not place an extra responsibility on the usually already loaded shoulders of board members. A workgroup could also take several years to set up a project.

Sustainability

In the upcoming years, A.S.V.Gay will continue to pay attention to sustainability and environmental impact. The association can more actively promote environmentally conscious behaviour among its members using concrete action-taking strategies and campaigning movements. Examples of these could be visiting events like a climate march or the organisation of upcycling workshops.

Boards can dream these actions and campaigning events up at the beginning of their year and note them in their policy plans. This allows for space to include goals like stimulation of recycling and waste separation, reuse, decreasing pollution and nature protection. Boards may also consider ways to decrease the consumption of meat during activities and, where it is possible and realistic, choose local products over imported ones.

During the trips that A.S.V.Gay organises, we could pay more attention to eco-friendly traveling. A rule of thumb for trips could be that destinations that are close to moderately close (up to 750 kilometres) are mostly made with buses or trains. If this type of transportation is unavailable or the trip is further than 750 kilometres away, we could consider possibilities to reduce CO₂ emissions.

Activities of A.S.V.Gay often make use of various materials, such as decoration, plates and cutlery, glasses, utensils, et cetera. Since reuse has a huge impact on the environment, this could be a focal point in the upcoming years. A.S.V.Gay has quite a large inventory, which is currently being stored in a central storage facility. Reuse of materials in this inventory could reduce costs as well as carbon emissions. Checking and updating of this inventory should therefore become standard procedure for all members organising events. If any additional materials need still be bought, a reusable version may be considered.

Board functions

Since the board is an annually changing organ within the association, the board of a new year can always build on what has been done in earlier years. Below, a few points for improvement for each function are made.

Chair

The Chair is the person ultimately responsible for the board, the face of the association and responsible for abidance of the mission and vision of A.S.V.Gay. Chairpersonship varies slightly each year aside from these core tasks, since, aside from a few other tasks, there is a strongly social aspect dependent on the board, the members and of course the Chair themselves. In addition, within the board there is also a Vice Chair, who supports the Chair and may take over tasks if necessary. When the Selection Committee or the board chooses a Vice Chair, it is important to take into consideration how the Chair and Vice Chair complement and support each other in their qualifications.

Multi-annual plan

The Chair is responsible for the abidance of this multi-annual plan. However, history has shown that the lack of concrete goals in the multi-annual plan, combined with the already busy board year, often leads to things being forgotten. It could be an option for boards to select a few points from the multi-annual plan to include in their policy plan. This makes it easier for a Chair to make sure these goals are reached.

Transfer of knowledge

In the past, chairs have stepped down prematurely for various reasons. To prevent this in the future, the training period for the new Chair could be a moment to pay extra attention to the harder aspects of the function. Aside from this, it would also be worth

considering to expand and strengthen the network of advice that a chair has. This would allow a new chair to ask advice for problems from the Advisory Council or an ex-chair.

Secretary

The Secretary is responsible for all the non-financial documentation of A.S.V.Gay. This means that this person takes minutes in every meeting and keeps the email, the membership base and the archive up-to-date. This also includes abidance to the GDPR and ensuring the privacy of all members of the association.

GDPR

A point of concern for the Secretary is the increase in security for and staying up to date to the General Data Protection Regulation (GDPR). Since sexuality is part of the so-called 'special category data', compliance to the GDPR is extra important for our association. It is crucial that personal data is stored safely, old data is removed and that those with access to this data are aware of the importance of abidance to this legislation. This is of extra importance with members who have to deal with the GDPR for the first time and should get extra attention.

G-suite

The Secretary uses G-suite, the email and documentation system from Google, for a plethora of causes. Within G-suite, there are still a number of functions that could be further explored by future secretaries. This includes a possibility to keep the membership up to date securely and clearly.

Treasurer

The Treasurer is responsible for the financial report of the association. This means that the Treasurer is responsible for the accountancy and the periodical report and control of the financial status of the association. Aside from tasks such as payments, invoices, debtor policies, asset management, et cetera, the Treasurer is also responsible for the financial policy and the continuation of the association in the long term. Larger decisions concerning the financial policy must be made in accordance with the members of the GMM.

Income and collections

Debtors, creditors and write-downs need to be kept up to date at least once a year. For debtors, invoices must be sent out as soon as possible. In case of faulty payment, it is

important to follow up immediately. This is currently not done automatically, even though it is possible. The Treasurer could automatise this process, since it increases debtor payments.

Currently, no extra administrative costs are charged when payments are made late, even though rebooking and/or late payments do carry extra costs for the association. The Treasurer may consider charging these extra costs.

Commissioner Internal Affairs

The Commissioner Internal Affairs is the link between the board and committees. The work of the Commissioner Internal Affairs therefore goes hand in hand with the work of the committees and the Commissioner must have a lot of contact with committee chairs. A point of improvement that is mentioned in the policy plan almost every year, is the transfer of knowledge of the committees. Because of the influx of new committee members and chairs, the transfer of knowledge and experience is a very important point. The whitebooks and general committee handbook are useful points of reference for the committees. The Commissioner Internal Affairs makes sure these books are kept up to date every year and are handed to all the new committee members.

The most important aspect of the work of the Commissioner Internal Affairs is good communication, both with the board and the committees. At the beginning of the year, the Commissioner Internal affairs decides on the primary method of communication with the board and the committee chairs.

Recruitment of committee members

Members who are just starting out with a committee often have an unclear understanding of what it means to be a committee member, so the provision of information to new members is very important. One of the ways to do this is to organise workshops or activities aimed at explaining the work of committees. These events could take place together with the annual committee market.

Committee chairs

Members who become the chair of a committee for the first time are met with plenty of new challenges. For this reason, often someone with earlier committee experience is chosen as chair, but this is unfortunately not always possible. The Commissioner Internal Affairs may support new committee chairs by giving them some extra support before the

real work starts. A good moment for this would be before or during the Committee Chair Deliberation.

Commissioner External Affairs

The Commissioner External Affairs is responsible for the contact with external partners of A.S.V.Gay. As Chair of the Acquisitions Committee, the Commissioner External Affairs is in charge of the acquisition of new partners and the conservation of existing partners. In addition, the Commissioner External Affairs is also the link between the board and the Acquisitions Committee, and therefore directs this committee in a fashion pollicised by the board.

Because the Commissioner External Affairs also fulfils a prominent role in the appearance of the association, this person is also present at LGBTQ+ related conferences, conventions and other events to represent the association.

External relations

In order to guarantee the effectiveness of the external relations of the association, the Commissioner External Affairs must set up both qualitative and quantitative targets to work towards along with the Acquisitions Committee. The Commissioner External Affairs always aims to construct long-term relations with partners in which both sides profit. For this reason, the Commissioner External Affairs always takes into account in what way we can become more valuable to - potential or existing - partners.

Commissioner PR

In 2020, the new board function of commissioner PR has been introduced. The main goal of the Commissioner PR is to increase and professionalise the promotion, visibility and member recruitment of A.S.V.Gay. These goals may still be adjusted by each board, making the function relatively flexible.

The Commissioner PR will take several side responsibilities that were formerly those of other board members, such as seating in the Promotion Committee and the Website Committee. Aside from these committee seatings, the Commissioner PR will be the one responsible for the social media, website and app of A.S.V.Gay, along with implementing the house style and the media plan. In the upcoming years, we must strive to anchor this function into the association and the board.

Epilogue

We have now come to the end of this multi-annual plan. We have attempted to make this a document that takes a bird-eye view of all the points where A.S.V. Gay can still grow in the upcoming four years. We have spent plenty of afternoons and evenings together, discussing all the options, possibilities and ways this document has taken shape. In the end, we are very happy with the result and hope that this multi-annual plan will be a stepping stone for upcoming boards and all other people who may need it. We again emphasise that this plan is meant as a guideline and nothing more.

We would like to thank board 10 for their input with the board functions, along with the club Trans+, the Trustee Committee and the Financial Audit Committee for their help with sensitive subjects and complex questions that we did not know enough about.

The Multi-Annual Year Plan Workgroup

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