

EUROPEAN HORIZONS AMSTERDAM 2022-2023 STRATEGY

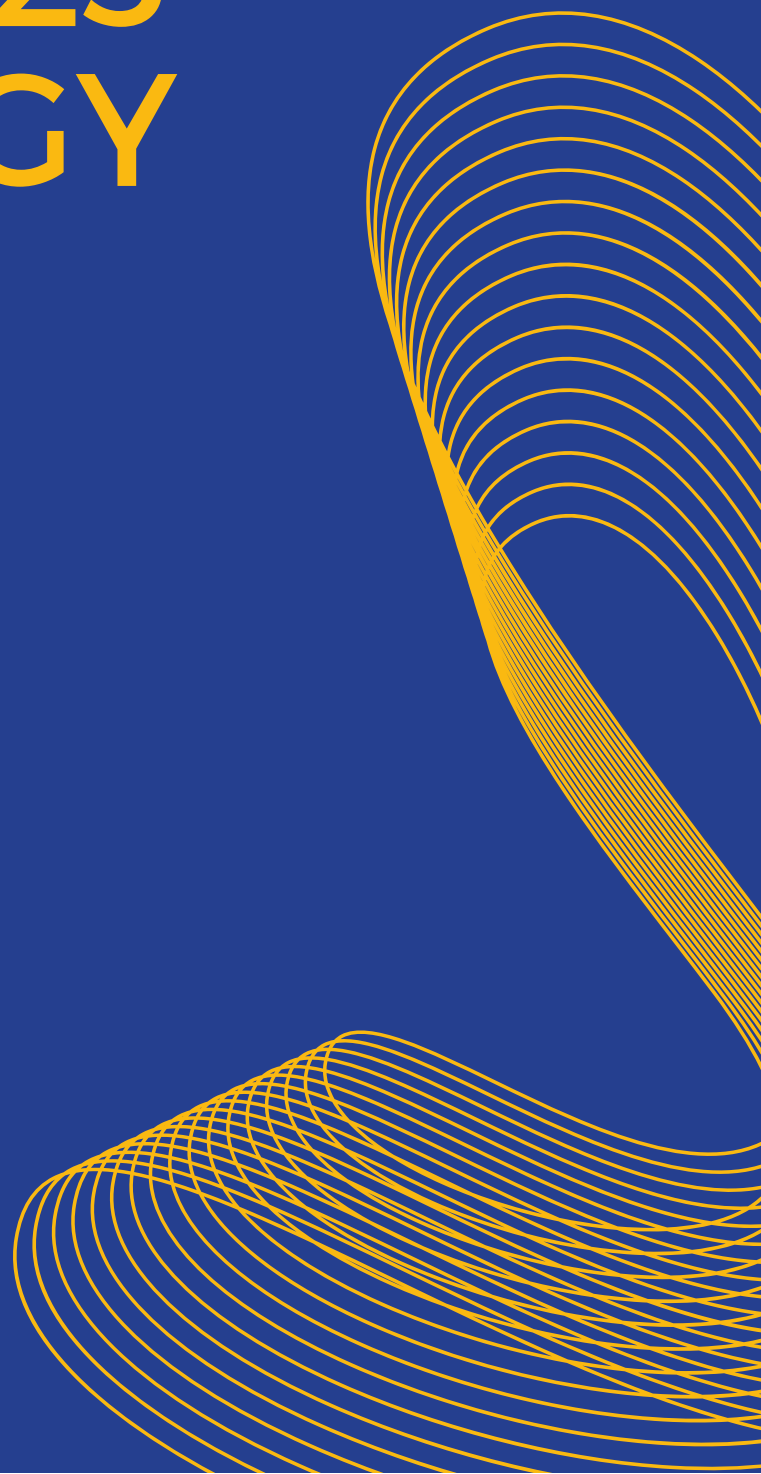


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I. PREFACE

Who are we? European Horizons Amsterdam is a chapter of the global student-led policy incubator, originally founded in 2015 at Yale University. With more than 1100 members across more than 60 chapters globally, the organization aims to provide a platform for youth to engage critically with the present and future of an integrated Europe and strong transatlantic relationship. Considering the recent challenges that the European Union faces, it has never been more urgent for bright young minds to come together and understand the complexity of European and transatlantic politics in order to act wisely in creating a stable and thriving international network.

Founded by Philipp Hackel, Mirjam Schipper, and Ferdinand Zarbl in 2017, European Horizons Amsterdam is one of the largest and most active Chapters of the global organization European Horizons. They noted: “the University of Amsterdam is full of eager students who have very interesting ideas, but they lack a platform to spread those ideas. We wanted to provide them with this platform, and now they can spread their ideas internationally.” Grounded in this vision, we look forward to working with all our members this year and aim to further develop into a genuine platform for youth policy innovation in Amsterdam.

Why do we exist? Fundamentally, European Horizons exists to further the following mission: *We empower the youth to foster a stronger transatlantic bond and a more united Europe – cornerstones of a future underpinned by democracy, equality, and freedom. To do so, we deal in ideas. Our leadership opportunities build the knowledge, experience, and confidence our members need to voice their ideas; our workshops, projects, and conferences incubate these ideas; our growing network of chapters, partners, and policy-makers enhance them; and our publications provide a critical outlet for them to be heard.* Practically, this means that through the engagement and involvement of young people, we aim to make strides in advancing a vision of the future that incorporates these ideas. We do this through:

- Policy: providing members an opportunity to write and potentially publish a policy paper on a topic of their choice and creating dialogue over policy ideas in a critical and competitive manner.
- Events: whether that be connecting our members with each other, and with leaders in the field, or disseminating such topics to a broader public.
- Network: nurturing our relationships with our sister chapters - connecting youth around Europe and across the Atlantic.

What have we done? Since 2017, our chapter has been attempting to attract as many students as possible from the University of Amsterdam to engage in European and transatlantic dialogue. This has been achieved through the organization of various events and the publication of a range of articles and policy proposals.

Over the course of the last few years, we have arranged events on policy topics ranging from the rule of law, European security, climate change, and more. One of our most notable events is the annual flagship competition, the Amsterdam Policy Prize (APP). In addition to these events, in 2022 we created our own student academic journal, the Amsterdam Review of European Affairs (AREA), to give our members a platform to voice their academic opinions and policy proposals to a broader audience. Our external ambitions are also important for creating broader opportunities for our members. This year already we have laid the groundwork for building connections between chapters and the Executive Board, for example by sending a joint delegation with the University of Bristol to the 2022 Policy Competition in Ghent, Belgium.

II. CHAPTER & ORGANIZATION

Board Structure: This year's structure has been altered from last year's to ensure a clearer division of tasks and consequently increase efficiency. The structure of the Board and the respective tasks of each functionary are as follows:

- **President: Marlena Dziekanowska**
 - Creating a good and productive working atmosphere and guiding the board;
 - Maintaining a comprehensive overview of all;
 - Monitoring the timelines of all events and activities;
 - Managing unexpected circumstances.
- **Vice-President: Sean Cotter-Lem**
 - Acting as an ambassador of the Chapter on global European Horizons forums and to external third parties;
 - Maintaining administrative and management tasks, assisting the President with a comprehensive overview of the Chapter;
 - Overseeing the finalization of the Chapter officialization process.
- **Treasurer: Minori Kawaguchi**
 - Overseeing the financial administration of the Chapter;
 - Making the budget plan for the year with the committees;
 - Keeping up-to-date records of money flows and transactions taking place within the Chapter;
 - Maintaining financial stability of the Chapter as a non-profit organization and aiming to end the year with neither deficit nor excessive surplus;
 - Making sure that the Board understands and complies with its financial obligations and mechanisms.
- **Research & Publications Director: Ava Fritz**
 - Overseeing the editing and publication of works for the annual AREA journal;
 - Ensuring the smooth process of monthly short paper publications throughout the year;
 - Fostering bonds and collaboration between and within the committees of the Research & Publications portfolio;
 - Adopting any additional editing and writing responsibilities as needed for the Chapter;
 - Encouraging and initiating innovations and new projects in the publications process.
- **Events Director: Ona Jurkevičiūtė**
 - Drafting an Events Plan for each semester;
 - Supervising the execution of the events throughout the year;
 - Acting as a mediator between the events committees and the board.
- **Competition Director: Theodor Azbej**
 - Drafting a year timeline for the APP;
 - Heading the APP committee meetings throughout the year and supporting the members.
- **Communications Director: Fiorella Briolo**
 - Managing our social media, monthly newsletter, and website;
 - Leading the Communications committee;
 - Planning and designing all promotion content.

II. CHAPTER & ORGANIZATION

Members & Committees: European Horizons Amsterdam consists of eight committees, w. Additionally, we offer the position of General Member to those students who were active members of the Chapter in previous years and to those who have shown high motivation to learn more about our activities. Applications for open spots in the committees take place at the beginning of each semester. The Chapter's committees are as follows:

- Sponsorship (Treasury)
- Long Paper (Research & Publications)
- Short Paper (Research & Publications)
- External (Events)
- Internal (Events)
- Social (Events)
- Amsterdam Policy Prize (Competition)
- Communication (Communication)

Officialization Process: Although we have been de facto active since 2017, European Horizons Amsterdam unfortunately does not have an official status with the University of Amsterdam. This has limited our ability to act as a proper student-led organization, as our access to funding and facilities is curtailed. There has been limited progress made in the process of officialization, and this year it is our aim to establish more formal ties with the university and have our statutes and bylaws notarized. Once these steps are completed, it will offer us the flexibility and credibility needed to increase our presence in Amsterdam and add value to our membership.

Transition Process & Advisory Board: In order to ensure a smoother transition process between annual boards, we aim to implement a more rigorous handover procedure. Particularly important is the involvement of previous boards in guaranteeing the financial solvency of the chapter once the reins are passed on. Clear communication of the opening of applications and the process of interviews will be important to ensure a dedicated board is chosen in coming years. Continuing one-on-one dialogue between outgoing and incoming functionaires as well as between boards is crucial. An advisory board has been established this year, where crucial questions related to the functioning of the chapter can be asked, in order to learn from best practices. This organ currently consists of the President, Events Director, and Research & Publications Director of the previous year.

III. GLOBAL & COLLABORATIONS

Amsterdam as a Hub: European Horizons Amsterdam is one of sixty-plus chapters across North America, Europe, and Asia. We are one of the largest chapters in Europe with over fifty members, we have a track record of popular events and successful publications, and we are located at the geographic center of the Euro-Atlantic community with quite a few active chapters in our region. Due to our size, output, and location we have a tremendous untapped opportunity to act as an intersection for advancing our organization's vision while elevating our chapter's presence.

Overarching Structure & Activities: The Executive Board consists of about 15 functionaries, each assigned a specific portfolio. Global events include the European Student Conference, held every spring in New Haven, the Fall Policy Workshop, an online event to further knowledge about policy writing, and the European Horizons Policy Competition, held every year in a different European city. This year's edition was held in Ghent, Belgium at the beginning of October. Our chapter sent a delegation in cooperation with the University of Bristol. In addition to this, members have the opportunity to publish work in the online blog *Transatlantic Perspectives* or the peer-reviewed journal *Review of European and Transatlantic Affairs* (RETA).



IV. POLICY AMBITIONS

GENERAL

Core Pillars: This year, our main ambitions can be summarized into three words: *internationalization*, *community* and *productivity*. Firstly, it is crucial for us to improve the visibility and caliber of European Horizons Amsterdam not only within the Netherlands, but also beyond - through directing our actions and activities *internationally* through increased cooperation and dialogue with sister chapters, the global organization, and external third parties. Secondly, we strive to cultivate a chapter-wide sense of *community* by ensuring that each member can be heard and appreciated, encouraging collaboration and socialization across committees by organizing events and activities in both formal and informal settings. Thirdly, we are determined to deliver improved *productivity* related to policy output, financial sustainability, and general functioning of the organization, by restructuring the chapter and ensuring transparency in all we do.

EXTERNAL PRESENCE

Bridging the Gap Between Chapter & Global: In recent years, there has been a visible lack of understanding of how the actions of our Chapter, our sister chapters, and the overarching organization ought to align. While in theory we have had the same goal of advancing our shared mission, in practice, members were often unaware of the actions and the personnel of the global organization and vice-versa. Though we have worked closely with other chapters and members from our chapter have attended global events in the past, this process can be improved and made more transparent. In order to do this, we propose maintaining regular contact with functionaries on the Executive Board, which has already improved since this point last year. We aim to communicate more transparently with members about the ongoing global activities and opportunities on a regular basis.

Peer Organizations: In order to extend our presence in Amsterdam, we will establish more firm bonds with other students and study associations with similar missions or membership. In order to do this, we will see in what areas we overlap and how we can both be served by engaging in a collaboration - whether that be by creating opportunities for increased social interaction, or jointly-held events. In order to internationalize further, we want to see where we can work jointly with our sister chapters and other youth-led organizations in Europe and beyond. We have already worked with chapters including those at New York University, Cambridge University, University Carlos III of Madrid, and University of Bristol, and have had close contact with those at King's College London, University College London, and the University of Copenhagen in previous years. This network can be strengthened and grown, in order to learn best practices and to collaborate further.

Value Creation: Partnerships with third parties beyond sister chapters and peer organizations in Amsterdam is of utmost importance to extend our reach and increase our professionalization. It partially will be conducted in lockstep with global ambitions, while other parts will be conducted independently. Outreach has already begun to potential research, events, and financial partners - details are forthcoming. What we bring to the table fundamentally revolves around two things - research & events. We seek to highlight our strengths in these areas in order to involve third parties and create further opportunities for our members.

IV. POLICY AMBITIONS

FINANCIAL

Financial Transparency: During the General Assemblies of European Horizons Amsterdam, the Board proposes how to allocate membership fees and all other financial resources throughout the year. However, a lack of precise indication of numbers, communication, and transparency have been the primary issues in past years and need to be promptly addressed. Therefore, we will create a new template of our budget sheet and cash book where our members can easily understand how the financial side of our association functions. Furthermore, during the General Assemblies, both the budget and realization of our expenses and income will be thoroughly explained by the Board Treasurer. Finally, unlike in previous years, we believe it is essential that the Board is present at next year's first General Assembly to present the Financial Year Report, from which members can see whether the Board maintained the financial stability of our Chapter. As such, we will increase the transparency of the finance of our association, and simultaneously, it will lead to increased trust in the actions of the Board when pertaining to financial matters.

Efficient & Creative Budgetary Planning: In previous years, each committee of our Chapter had its own treasurer who created the budget and oversaw the finances of events. However, we found that this structure might cause poor communication between the Board Treasurer and the Committee Treasurer(s), leading to low efficiency of the treasury mechanism. To address this problem, this year, we made the management of each of the Committees' treasury one of the responsibilities of the Board Treasurer; as such, the Board Treasurer can capture the whole picture of the financial aspect of our Chapter. We hope this new structure will increase efficiency of communications as well as the relationship between the Board and the Committees. Moreover, the Board Treasurer will be fully responsible for all the financial transactions that must take place without technical issues.

Establishment of the Sponsorship Committee: In order to organize various events of our Chapter, securing funds from sponsors is very important. Particularly, well-developed communication with sponsors and effective strategies to reach agreements must be the key to collect a sufficient amount of funds. Considering the importance of this responsibility, we established the Sponsorship Committee whose role is to ensure our Chapter has enough income sources to make all the fantastic events possible and to promote amicable relationships with our sponsors. Furthermore, the Sponsorship Committee helps our Chapter to grow in its scale and increase an awareness of our association to external persons and organizations.

IV. POLICY AMBITIONS

RESEARCH & PUBLICATIONS

Policy Writing in Practice: This year we have restructured the Research & Publications (R&P) portfolio of Europeans Horizons as part of an attempt to encourage higher quality publications and a more cohesive, collaborative spirit among its researchers and editors. The portfolio is now organized into two committees, the Long Paper (LP) committee, and the Short Paper (SP) committee. Despite this reorganization, the fundamental goal of the Research and Publications branch remains the same: to stimulate and publish student work on European and transatlantic political issues.

The Short Paper Committee: This committee is charged with publishing short (500-1,000 word) papers by a list of rotating student authors every month. The papers published here are comparable to the “News Reviews” the R&P portfolio has published in the past, however they shall now be more analytical as opposed to descriptive in nature, and published consistently every month. Monthly short paper publications will be put up on our website, promoted on social media, and potentially printed in a flyer that will be distributed. The goal of these papers is to give all members of European Horizons a chance to produce academic, policy-related work for the Chapter. Each month will feature a different broad theme which will guide the topic of the short papers. This committee will be overseen by an Editor-in-Chief, who must organize and collaborate with the Managing Editors. The Managing Editors will work with individuals interested in publishing a piece during the given month, and essentially guide them through the process as well as edit their final work.

The Long Paper Committee: This committee is responsible for working on long (1,500-3,000 word) papers, previously called “working papers”, over the course of 5 months that will be geared to enter our annual student academic journal, *Amsterdam Review of European Affairs* (AREA), or other journals. The long papers can either be an academic or policy paper, this is up to the particular writer’s discretion. Like the SP committee, the LP committee will be overseen by an Editor-in-Chief, who must organize and collaborate with the Managing Editors. The Managing Editors will work with writers within European Horizons Amsterdam who aim to be published in the AREA journal. These Editors will enforce deadlines, give feedback, and edit the final work of writers.

Structure: In previous years, the budding R&P portfolio had separate Research, News Review, and Editing committees, which resulted in a fragmented publishing process. News Reviews took an unreasonable amount of time to publish because each committee had to wait for the actions of another to take the next step in their work. Additionally, committees were rather isolated from each other and lacked proper communication between them, which led to a variety of problems in the publishing process, such as some low quality papers and lack of submissions. The changes made this year attempt to combine the editing process and research process into one committee, to facilitate smooth, dialectic communication between the two equally important aspects of academic writing. We hope that this, in addition to increased deadline management by the Managing Editors, will encourage timely, higher quality publications this coming academic year.

IV. POLICY AMBITIONS

EVENTS

Raison d'être: Events play a fundamental role in the functioning of our Chapter - whether that be connecting our members with each other, connecting our membership with leaders in the field, or disseminating such topics to a broader public. Each of the individual committees that fall under the Events portfolio have their specific mandate, and through their work we can hope to offer members further insights into the dynamics at play in the Euro-Atlantic world. Section IV will expand on the semester plan for events in the year schedule.

External: The External Events Committee aims to attract a diverse network of professionals, students, and academics to the Chapter by providing the opportunity for members and non-members alike to attend their large-scale informational events. This committee invites established experts from the policy-making and diplomacy field to speak and view our events, typically open to the general public and center around a specific European policy or transatlantic relations topic. A few examples of such events held in previous years include a panel discussion about European Defense Strategy, and another panel discussion on the Green Deal with a guest speaker from the European Commission. This year, the External Committee aims to increase its outreach and to invite a wider array of attendees and guest speakers. The External Events will take place once every other month.

Internal: Internal Events are exclusively open to the members of European Horizons, and their aim is to expand the academic skill-set of members as well as provide additional resources for members' career development. The most common format for these events is workshops. Previously, the Internal Events Committee has organized workshops on policy writing and career possibilities in the European Union. The Internal Events Committee will plan one event every other month, alternating with the External Events Committee.

Social: The Social Events Committee's main objective is to build a social network and a tight-knit community within the Amsterdam Chapter and to encourage members to socialize. Social Events are not academic, and instead focus on providing all members with the opportunity to meet each other and engage in fun activities together. An example of a Social Event is a boat-ride borrel or an Amsterdam Lights Festival Walking Tour. Social Events will take place once every month.

IV. POLICY AMBITIONS

COMPETITION

Background & Concept: The Amsterdam Policy Prize (APP) is our chapter's annual policy competition and flagship event. It is far larger and longer than our regular general events. First organized in 2021, the APP aims to bring together students to form policy proposals about a specific public issue. In the past two years, this meant inviting different study associations to form teams of four or five who would compete against each other in writing the best proposal. Since the APP strives to include different students from a variety of study backgrounds, the topic is interdisciplinary, yet related to a policy issue we all face - not limited to one specific policy area. In past years, topics revolved around sustainable tourism in Amsterdam or the emerging field of "doughnut economics." An important aspect of past APPs was that the participants did not know about the exact policy issue before the start of the competition - This was revealed during the opening ceremony where they received additional background material. Following the opening ceremony, the teams had a few days to write their proposals which were later reviewed by expert judges. The event ended with a closing ceremony, wherein the participating teams had the opportunity to give a presentation to the judges about their proposals. Subsequently, the best proposals were rewarded.

APP 2022: Exceeding last year's success is our goal for this year's APP. Therefore, the main aim for the upcoming APP is to internationalize the competition. Our sister chapters will be invited to participate and send delegations, as will other study and student organizations in Amsterdam. This will increase our chapter's contribution to the overall mission of the European Horizons while also providing opportunities for networking and professional development. The more international character of this year's APP means that we must revise the structure of the competition. European Horizons in-person events hosted by other chapters or by the central organization have typically lasted two to three days, over the course of a weekend, to accommodate their larger scale. This year's APP will have to adjust to deal with travel time, cost, and other factors resulting from inviting those not living in the Netherlands, while also allowing for a reasonable number of days to write the policy proposals. This international character also means we will be exploring the possibility of a hybrid APP, wherein the policy issue would be introduced during an online opening ceremony and the presentation of the proposals will be conducted in person in Amsterdam. The offline events would be accompanied by workshops for professional development and social events to encourage networking. Traditionally, the past two APP competitions were hosted during mid-April. This should be a suitable time for this academic year as well, however since other European Horizons chapters are invited, the dates will be determined based on what is suitable for the academic calendars of different universities.

IV. POLICY AMBITIONS

COMMUNICATIONS

Goals: The vision around this year's promotion centers around communicating the goals of the global organization, further expanding the opportunities our chapter offers through collaboration with other European chapters, and building a wider pool of informed, motivated, and driven young people. We aim to ensure our online presence aligns closely with the global organization while implementing interactive and novel content that make our chapter stand out.

Platforms & Uses: Instagram, Facebook, LinkedIn, and our website will continue to be used for externally-focused communication, each with their own associated tone and content for specific audiences. Twitter will also be used for external communication, commentary, and connection with other chapters. The aim is to gain a following on this platform, as it is a new network our chapter will have a presence on. Gmail and Whatsapp will be used for internally-focused communication. The committee aims to facilitate the production of a scaled-up edition of our flagship policy competition through targeted ads and the understanding of data analytics. Lastly, the online image of our chapter will be reinvented to be more minimalistic.

Structure: The committee has been restructured to expand the outreach of our chapter on all digital platforms - this has been done to optimize the process of content creation and to provide support for the Communications Director, but also develop creative freedom and responsibility for content creation among committee members - encouraging professional growth and cooperation. Other structural changes within the chapter also mean a new outlook for our marketing strategy. Furthermore, the team is now composed of four people, including the Communications Director. They work hand in hand but also hold specific responsibilities when it comes to content production on different platforms.

V. PRELIMINARY SCHEDULE SEMESTER ONE

Preliminary Schedule Semester Two will be published at our General Assembly in February. It will include chapter-based events, such as the Amsterdam Policy Prize and those from the Events Committees, the release of Amsterdam Review of European Affairs, and others involving the global organization or sister chapters. The below schedule is subject to change.

Month	Internal Events	External Events	Social Events	Global Events	Research & Publications
Nov.	EU Career Workshop	N/A	GA Borrel	N/A	Normal writing period; short papers published; R&P check-in.
Dec.	N/A	Energy Security Panel Discussion	Cozy Christmas season Potluck Dinner	Fall Policy Workshop (3rd & 4th)	Normal writing period; short papers published; R&P check-in
Jan.	Campaign Workshop	N/A	Borrel & Side Games	N/A	Normal writing period; short papers published; R&P check-in

VI. POSTFACE

European Horizons Amsterdam aims to further the mission that ties all Chapters and members in the global organization together - *fostering a stronger transatlantic bond and a more united Europe*. Forging connections between members here at home and extending our voice in and beyond Amsterdam can offer us the opportunity to deliver higher-quality events and policy output. Building upon the successes and learning from the limitations of previous administrations, we aim to create a smoother operating organization, ensuring that it continues to be financially sustainable and that we can effectively communicate our outputs to our membership and wider audiences. Through this, we can leave a solid foundation for our successors and hopefully have our chapter serve as an example of youth policy innovation at work.

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