

*Strategic Planning Document
of the European Federation of Psychology Students'
Associations (EFPSA)*

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Ċirkewwa, Malta

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What is EFPSA?

The European Federation of Psychology Students' Associations (EFPSA) was established in 1987 as a nonprofit, student-run Federation, at the first International Congress of Psychology Students in Portugal. EFPSA represents a highly diverse network of psychology students working on a voluntary basis by and for psychology students of Europe. The Federation currently consists of 33 psychology Member Organisations and one Observer Organisation each represented by a Member Representative. The Federation is run by seven Board of Management members and an Executive Board of over 50 individuals; together with the Member Representatives who collectively form the decision-making body of the Federation.

Currently EFPSA organises multiple Events across Europe; namely the Congress, the Joint Executive Board and Member Representatives Meeting (Joint EB&MR Meeting), the European Summer School (ESS), the Train the Trainers Summer School (TtT), the Junior Researcher Programme Conference (JRPC) the Train Advanced Trainers (TAT), the Trainers Conference (TraC), the Trainers Meeting (TRAM), EFPSA Academy, EFPSA Day, Board of Management Meetings and the Conference. Additionally, EFPSA runs five Services, namely the EFPSA Junior Research Programme (EFPSA JRP), the Social Impact Initiative (SII), the Training Office (TO), Study & Travel Abroad (STA), as well as a peer-reviewed Open Access Journal - the Journal of European Psychology Students (JEPS). Altogether EFPSA has positioned itself to provide psychology students with unique and exciting opportunities for academic, professional and personal development.

Mission, Vision and Values

Mission

Our mission is to bring psychology students together on a European level to enrich their concept and application of psychology and encourage skill development in order to contribute to the improvement of the field; have a positive impact on society and its perception of psychology; support scientific and social interaction and cultural exchange between psychology students, academics and professionals.

How do we implement this? By consistently developing our services, events and the quality of interaction between European psychology students and their national, regional and local associations, we create an encouraging environment for psychology as a professional and scientific field in Europe.

Vision

Our vision is to have a psychologically aware society where the misconceptions that surround it are diminished in order to enhance general well-being; to provide services and events that accommodate the vast expanse of needs of psychology students to develop themselves professionally and reach interconnectedness across all of Europe.

Values

Association: As an organisation, to be connected both internally and externally, within the EFPSA working community and with organisations who share a similar mission and values.

Clarity: To have an integral, coherent and consistent approach to all aspects of our operations.

Diversity: To accept the differences; to respect and welcome them as valuable assets.

Fortitude: To have courage in adversity and unforeseen circumstances.

Strategic Planning

Strategic Planning begins with the desired-end and works backward to the current status.

It is an organisation's process of:

- Envisioning a desired future and translating this vision into broadly defined goals;
- Defining its direction and making decisions on allocating its resources to pursue this strategy.

It is an organisation's roadmap towards developing the organisation from what it is now to what it would ideally look like along the line through concrete goals. The strategic planning process includes the organisation's mission statement, objectives, situation analysis, strategy formulation, implementation and control.

Purpose of this Document

1. The document will be used during the Knowledge Transfer. The leaving Board of Management (BM) will explain their vision of the future of EFPSA according to the Strategic Planning Document.
2. The document will be used by the elected Board of Management and Executive Board while they are working on their Action Plans. The Action Plans need to be in line with

the future aim as proposed in this document. The Board of Management need to provide feedback on the Executive Board Action Plans based on the Strategic Plan.

3. During the Joint Executive Board & Member Representatives Meeting the Working Community will reevaluate their Action Plans and the work that has been done so far. The BM Responsible of each Team is responsible for making sure that new ideas for the second half of the mandate are in line with the Strategic Plan.
4. During the second Board of Management Meeting, the Board of Management will check the 'Freezer' and decide which ideas can be realistically implemented in the next mandate. Those ideas can be included in the Knowledge Transfer to the next Board of Management, and the next Board of Management can decide how they will implement these ideas.

Changes in the Strategic Planning document can only be made during the last Board of Management Meeting, when the Board of Management is ending the mandate. Changes can only be made by the Board of Management and need to be written down in the document as a remark, including the date and reason. In this way, future Board of Managements can see what has been changed and why. The Secretary General of the Board of Management is responsible for writing the changes in the document.

The History of EFPSA

The Early Years 1987 – 1999

EFPSA was established in April 1987, when students of the University of Lisbon in Portugal invited psychology students from all over Europe to a meeting. Here psychology students from eight European countries agreed to found the European Federation of Psychology Students' Associations.

The basic outlines of this Federation were transformed into formal statutes during the second meeting in Liege, Belgium in April 1988. In January 1989, EFPSA was registered as an international association according to the Belgian law. During the third General Assembly in April 1989 in Lund, Sweden the Federation developed its structure. In 1989, the first meeting of the Executive Board (EB) was held in Berlin, Germany, between two annual Congresses. This ensured more continuous work during the whole year and better preparation of the General Assembly. During this time, members of the EB also covered the functions that Member Representatives do now and there were no Board of Management positions, just a President.

After EFPSA's participation in the first European Student Conference (which brought together about 500 students from a number of disciplines) in Liege, Belgium in November 1990, a lot of new contacts were made, especially with Eastern European countries. During the fifth General Assembly in April 1991 in Geneva, Switzerland, EFPSA grew to 11 member countries, and the first delegation from Eastern Europe was welcomed. During this year permanent working groups called Task Forces were developed to enable more efficient work on projects such as EUROPSYCHO, ERASMUS, etc. Over the years leading up to the new millennium, more Events in the form of Summer Schools and seminars and, of course, the Congress were organised under the guidance of EFPSA.

The Year 2000 till Present

Contact with the European Federation of Psychologists' Associations (EFPA) began in July 1991 in Amsterdam, the Netherlands. Since 2001, EFPSA has been an Affiliate Member of EFPA. This provided EFPSA various opportunities such as representing the Federation at the European Congress of Psychology (ECP) and having two EFPSA representatives in each EFPA Working Group therefore strengthening the collaboration between these two organisations and allowing psychology students to collaborate with successful and well established psychologists. Since then, EFPSA has grown in size and had to implement some significant structural changes, creating a new form of Executive Board. In 2003, the concept of National Representatives (nowadays known as Member Representatives) was introduced.

These formed the new decision-making body of EFPSA. Furthermore, the Board of Management as a separate body within the Executive Board was formed due to the need for leadership on strategic decisions, as well as monitoring the efficiency of the whole organisation.

In 2006, EFPSA developed its Corporate Visual Identity (CVI) and became recognised with its representative logo and orange colour. Today the branch which is taking care of EFPSA's image is the Marketing Office. In 2007, the first European Summer School (ESS) with the topic "Cross-Cultural Psychology" took place in Leie, Estonia – followed by European Summer Schools covering different topics each subsequent year. Since 2011, all ESS participants completing the training programme and committing to the research project have been invited to join the Junior Researcher Programme, extending the European Summer School from a one-week Event into a fully structured 13-month research programme. Over time the ways of communication within the organisation have changed drastically with the internet spreading further. The EFPSA [website](#) has been improved several times. In 2005, EFPSA used Sharepoint as an internal communication tool, and later moved over to [Podio](#). Nowadays, EFPSA stores its material in online format in both Dropbox and Google Drive. Also the possibility to make online calls has influenced communication within EFPSA and made it a lot easier to stay in touch with each other. This development also allowed the expansion of already existing Services to the internet and the creation of new online Services. For example, the Travel Network started as a simple database of contacts – this changed in 2004, when the Travel Network website was created. In 2014, the Travel Network Task Force was created for the second half of the mandate. Study Abroad considers its existence, at least, since the early '90s where it began as a project under the name "How to Study Abroad" and later on as "Study and Work Abroad" (SWA). As of 2015 the Services merged into the Study & Travel Abroad Service, which continues much with the same visions, missions and values as the predecessors. In 2016, the Student Exchange Responsible became part of the team, opening up the opportunity for Member Organisations to receive support from EFPSA in organising their international exchanges with other psychology student associations and students from other healthcare disciplines. Following the Research and Internship Task Force developed in the mandate 2014-2015, the Internship Task Force was launched in the second half of the mandate 2015-2016 and extended for the mandate 2016-2017 in order to build a strategy, working towards the development of an internship platform for EFPSA. This had led to the establishment of the position of Internship Responsible within the Study & Travel Abroad Team. The first internship opportunity was offered to psychology students in August 2017 in Malta and led to partnerships with various institutions.

After several years of preparation, the first issue of the Journal of European Psychology Students (JEPS), EFPSA's online open-access, peer-reviewed journal, was published in 2009. The idea behind the journal is to give psychology students the unique chance to publish their own research in an international journal and to gain experience in the publishing process as well as in scientific writing. The JEPS Bulletin is a supplement to the journal that blogs about academic writing, scientific publishing, and essential research skills in the field of psychology.

This has been published since 2010. In 2016, JEPS introduced Registered Reports to encourage research that presents suitable hypotheses and methodology in order to counter undesirable but prevalent research practices such as cherry-picking and p-hacking. This was a progressive step forward for a quality student journal.

In 2010, the General Assembly approved a comprehensive revision of the Statutes and Domestic Regulations proposed by a Statutes Task Force. The most important changes included the introduction of three kinds of EFPSA members: National, Regional and Local Organisations. Representatives from those organisations were together now referred to as Member Representatives.

In the same year (2010) the Training Office was introduced to the organisation. The first steps in creating a sustainable training system were the introduction of a Training Officer and the first Train the Trainers taking place in Austria in August 2010. At the Congress 2011, this first generation of trainers was delivering sessions to the Member Representatives and the Executive Board. In 2014 the first edition of the Train Advanced Trainers (TAT) was introduced. Three new EFPSA Training Events were introduced in 2016 - Trainers' Conference, Trainers' Meeting and EFPSA Academy. Training Office also introduced the mentoring system for the TtT graduates. To gain new insights and opportunities collaborations with external NGOs were established. In order to spread the non-formal education approach around Europe creation of national TtTs was supported. Every year TO is delivering trainings for the EFPSA Working Community at the Congress and the Joint EB&MR Meeting to develop the volunteers skills. During the mandate online sessions are also delivered. Training Office became an important part of the EFPSA's sustainable development.

The first EFPSA Day was held in 2010. The basic idea of the EFPSA Day is to spread the word about EFPSA on the same day in all participating countries/regions in order to engage as many psychology students as possible from all over Europe. During the Congress 2012 in Denmark, the idea of EFPSA Messengers rose when many EFPSA members, united in an evening meeting, decided they should see each other more and spread the EFPSA Spirit as often as possible, and as far as they can with EFPSA Day being an ideal time for this to happen.

In terms of finances, there have been challenges within the structure of the team, particularly the division between Grants and Partnerships Teams and the organisation of the work. In 2011, EFPSA introduced the Grants Task Force which focused on researching and applying for grants which are crucial to EFPSA's growth. In 2013, EFPSA received a grant from Youth in Action and get recommended for another one from ERASMUS+. In 2015 and 2017, EFPSA was approved for an operational grant from the Education, Audiovisual and Cultural Executive Agency (EACEA) and in 2017 and 2018 the European Youth Foundation Grant for Social Inclusion which led to the development of the Better Together Campaign. As a result of the need of extensive reporting and organisation required by the EACEA grant, the

Operating Grant Task Force was approved in 2017 in order to support the work of the Finance Office. In the mandate 2016-2017 the Partnership Task Force was set up and its aim was to review current EFPSA's partnerships and work towards new ones. The results were then shared with the Finance Office which had then the possibility of working on new collaborations. EFPSA has grown a lot in terms of (1) the size of the organisation, volunteers and its reach, (2) quality of its Events & Services and (3) knowledge and skills related to grant application and management. During the European Congress of Psychology 2017 in Amsterdam, the Netherlands, EFPSA delivered a talk about acquiring and managing grants.

From 2004 on, EFPSA representatives have attended IFISO (Informal Forum of International Student Organisations) meetings and exchanged experiences with other student organisations. In the mandate 2011-2012, EFPSA invested more resources in the field of external relations and started building a network of partners with professional and student organisations. The new External Relations Office has been finally established and expectations and projects are waiting to be implemented in collaboration with new partners, adding policy into its projects in the mandate 2016-2017. In the mandate 2015-2016, EFPSA signed a Memorandum of Understanding with the European Medical Students' Association (EMSA) as well as the International Association for Applied Psychology (IAAP). During this mandate, EFPSA also became part of the European Health Student Association network (EHSA) and hosted the second European Health Student Association Summit (EHSAS) in 2017 in Brussels, Belgium. Furthermore, in the mandate 2017-2018 EFPSA continued to establish Memorandum of Understandings with health students associations particularly the European Dental Students' Association (EDSA) and the European Pharmaceutical Students' Association (EPSA). The EHSAS Network will be hosting their first Event which will focus on the topic Interprofessional Collaboration at the European Parliament in Brussels, Belgium in June 2018.

In the mandate 2015-2016 EFPSA identified a gap in their activities and wanted to strengthen the Federation while also representing students' opinions on a European level and engaging in discussion regarding current issues in society. This led to the development of the Policy Coordinator within the External Relations Office. So far, in addition to the Mind the Mind Position Paper, EFPSA has developed internal policies: Privacy Policy, Membership Policy and Working Community Policy.

EFPSA recognises its need to contribute to society and start working within the social impact framework and promote topics which are relevant to society. In the context of EFPSA, 'social impact' refers to an initiative aiming to make use of psychological knowledge in order to make a positive and significant impact on society. The initiative was introduced into the portfolio of EFPSA's activities as a Task Force at the 27th EFPSA Congress, hosted in April 2013 in Izmir, Turkey.

During the Joint EB & MR Meeting in 2013, a workshop was organised during which possible topics of Social Impact were brainstormed and discussed. It was decided that the work would revolve around tackling the problem of stigma towards mental disorders. The Task Force members conducted detailed research on the topic and reviewed the literature, which led to the composition and publishing of a Position Paper (found on our website). One year later, the Task Force developed into a team within EFPSA, led by the Coordinator, under the oversight of the President and the “Mind the Mind – *To Combat the Stigma Of Mental Disorders*” campaign was launched. At the same time as the team conducted research for the campaign, the Task Force was working on the support for the “Open Access Movement” and “Right to Research Coalition (R2RC)”, in order to raise awareness of Open Access. During the Joint EB&MR Meeting in 2015, the team started brainstorming ideas for a new project - The “Organised Acts of Kindness” is oriented on encouraging people to perform good deeds on a daily basis which would ultimately leave a positive impact on them and society. The Campaign ran various pilots, through a facebook group and through Tumblr.

During the first General Assembly of the 30th EFPSA Congress in 2016, the Social Impact Initiative became recognised as an EFPSA Service and moved under the oversight of the Vice President. During the same mandate the team collaborated with EFPSA’s Training Office on applying for a European Youth Foundation grant on the topic of empowering youths towards building a more inclusive society. During this time, a new campaign was started, entitled “Better Together” whose main focus is to educate secondary-level students on topics of discrimination and encourage them to help build an inclusive society. This Campaign and grant proved successful, so it was run for a second mandate in 2017-2018 and the grant was applied for and successfully achieved again. In the meantime in 2018 it was determined that the Open Access Movement Campaign had reached its aims, and was therefore closed as an active Campaign, leaving the Open-Access kit available online for anyone who would like to advocate for it and spread more awareness.

Coordinated by the Secretary General, the EFPSA Office has been mainly responsible for internal and external communication and it has seen several changes throughout the years. The External Relations Coordinators was once integrated in the EFPSA Office. However, during the Joint Executive Board & Member Representatives Meeting 2015 was moved to the responsibility of the President. On the other hand, the Web Support Coordinator (once designated as Webmaster) has left the Marketing Office to integrate the EFPSA Office in 2015 as this Office is responsible for communication and the Web Support Coordinator provides support to the Working Community when facing technical issues and uploads content on the website. As most of the Working Community does not have English as a native language and EFPSA was seeking a more professional image, a new position was approved during the Joint EB&MR Meeting 2015 to review all EFPSA material before being published - Content Review Responsible. Due to the excessive workload, a second Content Review Responsible was approved during the Congress 2017 in Azerbaijan. The position of Data Management Responsible within the EFPSA Office will be proposed during the 32nd EFPSA Congress in

Malta 2018 following the work of the EFPSA in Numbers Task Force. This Task Force lasted one mandate and had as main goals to gather quantitative information about EFPSA in order to use it for promotional, financial and internal purposes. While the Secretary General is responsible for the External Newsletters, the Administrative Support Responsible is responsible for the Internal ones.

Throughout the years EFPSA's image has constantly been improving, thanks to the Marketing Office. In the mandate 2014-2015, the Brand Coordinator and Marketing Coordinator positions were merged. With the goal of reaching more people on Social Media and of making a strategic plan for promotion, a new position, Social Media Responsible, was approved at the Joint EB&MR Meeting 2016 in Croatia. Main responsibilities of Social Media Responsible are to oversee social media presence of EFPSA and to collaborate to the promotion of EFPSA and its Services, Events, projects and Teams. Additionally, in the mandate 2016-2017 another Photographer was approved at the Congress 2017 in Azerbaijan. With increasing the number of Working Community, as well as, EFPSA Events, another Photographer was needed to fulfill all tasks on time throughout the mandate.

In the mandate 2014-2015 the Activities Office became the Events Office, with the size of the Events Office increasing with the introduction of the Events Coordinator in 2015-2016 and Training Events Coordinator in 2017-2018 due to the larger number of Events being organised by EFPSA. The Events Office is responsible for overseeing and providing guidance to the Organising Committees of all Events with the exception of Board of Management Meetings and EFPSA Day.

The EFPSA Alumni Board consists of 2 EFPSA Alumni and the Immediate Past President as the Chair of the Board. EFPSA Alumni are past volunteers within EFPSA who are no longer students and no longer hold a position within the Federation. The Alumni Board supports the current Working Community and develops opportunities for EFPSA Alumni.

The Ethics Committee is a neutral body responsible to deal with any ethical related issues or activities that the Board of Management struggled to deal with or that people put forward directly to the committee. The Ethics Committee is composed of the Immediate Past President as Chair and three other members: a Board of Management representative, Executive Board representative and Member Representatives representative. All EFPSA Event booklets must include the EFPSA Ethics Committee statement, which can be found in the Domestic Regulations.

Reality Check 2018

This section compares the Strategic Plan 2013-2018 to where EFPSA and outlines which goals have been reached and which have been not, as a basis for the development of the new goals of the Federation.

Serving Psychology Students

Structure of EFPSA. EFPSA is founded on the idea of serving as a multicultural network for all psychology students in Europe with the aim of maximising the opportunities for students to learn and interact. EFPSA's internal structure is crucial to ensure the continuity of this network. While the Executive Board works on providing Events & Services to psychology students, Member Representatives ensure bidirectional connection between the Member Organisations and EFPSA. The Board of Management oversees the work of the Federation and the communication within EFPSA. The Working Community is provided with the opportunity to work face to face during two internal meetings: at the Congress and the Joint Executive Board & Member Representatives Meeting. EFPSA uses two levels of communication: (1) internal - making use of internal newsletters and the internal communication tool, Podio to stay connected with the Working Community, (2.) external - using social media (website, Facebook, Twitter, LinkedIn, YouTube, Instagram), external newsletters and monthly Board of Management postcards to share news with psychology students, partners and anyone interested in the development of EFPSA. EFPSA has connections with external associations to increase the representation of psychology students on different levels. Executive Board & Member Representative reports take place with the Presidential Office twice a mandate as a biannual channel of feedback.

Currently there are strong links between fellow psychology students in Europe via the organisation. 33 Member Organisations and 1 Observer Organisation are united through Member Representatives, of which a great number reside in academic institutions around Europe. This is EFPSA's window to the academics and students of those institutions through which EFPSA can reach potential participants and volunteers as well as invited speakers to deliver at our Events and as Supervisors, Advisors and Mentors for the European Summer School (ESS). EFPSA recently started working with student organisations which have valuable knowledge and strengths in other areas that would contribute to EFPSA. Organisations such as BEST and EMSA have been invited to EFPSA Events to contribute. Currently, through the External Relations Coordinator and the President, links with general European youth organisations, such as IFISO and the European Healthcare Students Association, are being maintained and established as well as with EFPA of which a guest speaker is invited annually to the Congress and EFPSA has representatives in EFPA Working Groups.

EFPSA has established a system of Knowledge Transfer for the Board of Management, Coordinators, Responsibles, Team Members and Member Representatives. These written documents are uploaded to Google Drive and sent to the members of the Teams. Additionally, face-to-face Knowledge Transfer happens at the annual EFPSA Congress or via online meetings. The transition of old Board of Management to new Board of Management has been improved via a new procedure. Applicants for Board of Management positions receive a pre-Congress Knowledge Transfer and are encouraged to have an online meeting with the individual currently in the role that they are applying for. Following their successful election into the Board of Management, they receive a Post-Congress Knowledge Transfer document and are encouraged to have regular meetings with their predecessor for the following six months.

Finances. In order to have a financial overview of EFPSA Events, Wave was introduced as an accounting tool within the EFPSA Working Community and Organising Committees. The Events Officer and Finance Officer have access to Organising Committee Wave accounts; the Finance Officer checks the preliminary budget of the Organising Committees and gives them advice.

EFPSA has established financial support for the EFPSA Working Community when awarded with European grants. At the Joint EB&MR Meeting 2013 the Executive Board and Member Representatives were given 70% travel reimbursement while the Board of Management received 100% travel reimbursement. In the mandate 2014-2015, the Presidential Office was given 100% travel reimbursement and 70% travel reimbursement for the rest of the Board of Management. In the mandate 2015-2016 the Board of Management received 100% travel reimbursement to all their meetings and Events. EFPSA provided 100% reimbursements for all participants of the Joint EB&MR Meeting 2015 and 2017. The External Relations Coordinator is funded 100% for their travels and participation fees to external events. In 2016-2017, the Board of Management received 80% travel reimbursement for all their meetings and Events while in the mandate 2017-2018 the Board of Management received 100% reimbursement for their travels to meetings, external and internal events. Additionally, a fund was created for Board of Management to attend EFPSA Events in order to evaluate these Events and for representatives at external events. The External Relations Coordinator is funded 100% for their travels and participation fees to external events.

EFPSA also holds Project Incubator Workshops at the EFPSA Congress and Joint EB&MR Meeting to support the project development of the Working Community in order to enhance their applicability to European Grants. Event Organising Committees receive Finance Introduction Document and have online workshops on negotiation and Wave.

Activities. Three EFPSA Conferences have been successfully organised in 2013, 2015 and 2017 in the Netherlands, Slovakia and Bosnia Herzegovina respectively. The Conference has been established as a biennial Event. 150 students were in attendance in the Netherlands and Slovakia with an open day for approximately 30 local students, while approximately 70 students attended the Conference in Bosnia Herzegovina. The President of the European

Federation of Psychologists' Associations (EFPA) was a patron of the Conference in the Netherlands while Prof. Philip Zimbardo was the patron of the Conference in Slovakia.

External Relations. EFPSA has been represented at a variety of European Events such as the EMSA Spring and Autumn Assembly, IFISO Meeting, ECP, EFPA Meetings and JADE Generations Club, as well as worldwide events such as OpenCon 2016 which was held in Washington D.C. There has been an increased involvement with partner organisations EFPSA currently has an MoU with IFMSA (2014) and an MoU with EMSA (2015), EDSA (2018) and EPSA (2018). EFPSA is part of the European Health Students Associations Summit (February, 2016) and organised the summit at the EFPA Head Office in Brussels in February 2017. EFPSA has had representatives in EFPA Working Groups since <year> as well as representatives in EMSA Joint European projects in 2015-2016.

Communication. EFPSA currently has a Wikipedia Page which is constantly being updated and aims to translate it into the languages of its member countries.

Linking Students, Academics & Professionals

EFPSA has established strong links between psychology students organisations across Europe currently having 33 Member Organisations and 1 Observer Organisation. EFPSA has been working with various other student and professional organisations such as BEST, JADE, EMSA, EDSA, EPSA, EFPA, IAAP amongst others, through which we are able to make even more connections throughout Europe. EFPA is invited to the annual Congress as a guest speaker. Through the Finance Office, links with both previous and current independent companies are being maintained through contracts and regular contact with, for example, Bright Answer (previously: Cloud Solutions), EuroSender, Ubiquity Press, Neuland, HousingAnywhere and hostels all over Europe. An Alumni website is in progress which Alumni can be displayed and share their resources and links at their discretion.

Structure of EFPSA. Until Congress 2017, EFPSA obtained five new Member Organisations namely; Latvia, Sweden, Bosnia & Herzegovina, Former Yugoslav Republic of Macedonia (FYROM) & Malta. However, at the 30th EFPSA Congress in Portugal Latvia was dismissed. EFPSA is also focusing more on ensuring that current MOs are supported and satisfied with EFPSA first, prior to moving on to finding more MOs. At the Congress 2016, EFPSA had a roundtable discussion, while a Case Study and a panel will be held at the Congress 2018.

Finances. EFPSA receives an annual contribution from EFPA. Additionally, IAAP has sponsored the Congress 2016 and 2018 and are interested in becoming long term partners of EFPSA.

Activities. While ECP 2013 did not have a student programme & activities, EFPSA volunteers were present at the ECP in Milan 2015 while at the ECP 2017 in Amsterdam, four

EFPSA volunteers were present as well as the ERC. An EFPSA Presentation was delivered and a presentation on acquiring and managing grant funding was delivered by the Grants Coordinator.

External Relations. EFPSA has established stable contacts with over 5 student organisations (namely: EMSA, EDSA, EPSA, JADE & organisations within IFISO), 3 professional organisations (IAAP, EFPA & Willingness)..

Communication. EFPSA does not practice asking for EFPA support letters for EFPSA Events to improve the communication between PO and NO, however, these can be requested from EFPA as they are more than willing to support us.

Improving Psychology

As an organisation that represents students of psychology across Europe, EFPSA aims to contribute to improving psychology through its Events, Services & Campaigns. EFPSA aims to actively contribute to the scientific and academic development and connection among psychology students, thus influencing their future and the contributions these will give to improving psychology as a whole. Through the networking promoted within the Events themselves but also through specific activities that promote the contribution to the scientific growth of psychology as well as the awareness to actively participate in this improvement, namely through the ESS which promotes the participation of students in the development of research projects within a cross-cultural framework, as well as the Journal of European Psychology Students (JEPS) which invites the students to give their contribution to the scientific publication community, starting off their future professional careers with a publication in a scientific Journal of Psychology. EFPSA promotes Active Participation of students during the annual Congress by allowing them to submit proposals for oral presentations, workshops and scientific posters to be presented to students and professionals from all over Europe. Furthermore, students are actively involved in EFPA's Boards, Standing Committees and Task Forces as EFPSA representatives who participate in the meetings along with other professionals, thus contributing to the development of psychology within the professional context. EFPSA aims to be seen internally and externally as an active contributor to the development of the scientific value of psychology across the student and professional community as well as other scientific frameworks. EFPSA is currently working on including more scientific aspects into its Events in order to provide students with these skills. Applied Statistic series of workshops have been held at the Congress 2015, Conference 2017 and will be held at the Congress 2018.

Activities. Outcomes of EFPSA Events are documented via booklets, info packs, testimonials and via the internal and external newsletters. EFPSA established the EFPSA in Numbers Task Force 2017 - 2018 in order to work on increasing EFPSA's documentation in

regard to these aspects. This led to the development of the position Data Management Responsible within the EFPSA Office.

External Relations. EFPSA has the annual EHSAS in Brussels every February. Additionally, EFPSA has organised a Mental Health Awareness Campaign with EMSA in 2016 and with EPSA in 2017. In June 2017 EHSAS will host an Event on Interprofessional Collaboration at the European Parliament.

Contributing to Society

EFPSA has recognised the need to act within context and be an integral part of society. More and more, students are realising the importance of these activities as well as the value of social impact and developing policy.

Structure of EFPSA. The Social Impact Initiative has been an official Team in EFPSA since 2014–2015.

Activities. EFPSA has been working towards contributing to decreasing the Stigma of Mental Health Disorders through the Mind the Mind Campaign, while also targeting general wellbeing of individuals through the Organised Acts of Kindness Campaign and empowering students to work towards decreasing discrimination within society through the Better Together Campaign. EFPSA organises Mental Health Awareness Week in collaboration with other student organisations, while also promoting Open Access.

External Relations. EFPSA has not yet established a collaboration with other organisations dealing with Social Impact however, we are looking into establishing these collaborations as detailed in our Strategic Planning below.

Strategic Plan Goals 2018-2022

After various discussions EFPSA has decided to align its Strategic Plan with that of the European Union. Therefore, the goals of this Strategic Plan are set for the next four mandates. The four core goals of EFPSA have also been revised in order to ensure that EFPSA maintains its focus on all aspects of society, psychology and psychological science, current issues in society and the development of the Federation. The four core goals of EFPSA have now thus become five: (1) Sustainable Development of the Federation, (2) Serving Psychology Students & Improving Psychological Science, (3) Connecting Professionals, Academics & Students, (4) Contributing to Society and (5) Advocating Youth Work and Promoting European Collaboration & Integration. The subgoals under each of the core goals are detailed below.

SECTION I | Internal Structure and Growth

1. Sustainable Development of the Federation

1.1 EFPSA will establish a partnership with Google for Non-Profits, providing the Working Community with an effective way to archive, share materials and facilitate Knowledge Transfer, leading to a smoother transition into the organisation and an optimal learning experience for volunteers (**by 2018**).

1.2 EFPSA aims to have 35 Member Organisations thus expanding its reach throughout Europe (**by 2020**).

1.3 EFPSA aims to partially support EFPSA volunteers financially. Notably, this type of sustainable system will only be achievable by receiving and responsibly managing grant funding; therefore, a strong emphasis will be put on grant management, applying for different sources of funding, and meeting expected grant requirements.

1.3.1 EFPSA will sustainably establish travel support (at least 50%) for the Working Community for the Joint EB & MR Meeting (**by 2018**).

1.3.2 EFPSA aims to establish discounted participation fees for the Working Community for the Congress, which marks the beginning of the mandate, to encourage attendance, volunteering and facilitating the transition (**by 2020**).

1.3.3 EFPSA aims to support MOs in acquiring funding for their MRs for the EFPSA Congress (**by 2022**).

1.4 EFPSA will develop external contacts with professional organisations, to raise the visibility of its activities and acquiring annual financial support from at least 3 academic institutions (eg. university, research institute, professional organisation) **(by 2020)**.

1.5 EFPSA aims to improve the quality of its Events & Services through the EFPSA in Numbers Task Force; this entails quantitatively measuring the outcomes of activities to determine the sustainability of active projects and assessing the cost benefit ratio when considering new projects **(by 2020)**.

1.6 EFPSA will improve its image and social media through the Social Media Responsible, ensuring quantitative data is collected and analysed, and by ensuring an updated Wikipedia page that is translated into several languages and by creating an EFPSA animated video for promotion **(by 2022)**.

1.7 EFPSA will to continue to develop its campaigns by finding suitable ambassadors namely for the Mind the Mind and Better Together campaigns **(by 2022)**.

1.8 EFPSA aims to develop an online platform for psychology students as well as an EFPSA mobile application in order to support the work of volunteers and facilitate EFPSA Events **(by 2022)**.

1.9 EFPSA will create an online shop in order to provide students with the opportunity to acquire EFPSA merchandise throughout the year. This will require EFPSA to establish a VAT number and Finance Office to be aware of various processes related to the matter **(by 2022)**.

1.10 EFPSA will create a system whereby the Working Community can apply to have their voluntary hours recognised officially by the Presidential Office **(by 2019)**.

SECTION II | Activities and External Collaboration

2. Serving Psychology Students & Improving Psychological Science

EFPSA provides psychology students with opportunities to apply psychological knowledge in various settings, and acquire hard and soft-skills by volunteering within the Working Community and attending educational, academic and training events, thus enhancing employability and entrepreneurship. EFPSA encourages the development of psychological science in becoming more open, replicable, and collaborative. While ensuring the continuity and sustainable growth of the organisation, through the years 2018-2022 EFPSA aims to provide increased opportunities for youth to work and train abroad, and increase the

engagement and collaboration with professionals and academics to contribute to the development of psychological science.

2.1 EFPSA will develop topic-specific webinars to educate students and the general public on topics such as Mental Health in the Workplace, Sexual Health, and Online Mental Health (**by 2018**).

2.2 EFPSA aims to ensure that the Scientific Teams of the Congress, Conference and European Summer School are supported in developing the scientific programme, and deliver content that is aligned with values of ethical and reproducible research. EFPSA will collaborate with the European Federation of Psychologists' Associations (EFPA) Board of Scientific Affairs (BSA) to establish manuals and further support from professionals (**by 2018**).

2.3 To increase opportunities to access employment, EFPSA will secure a minimum of 15 partners (academic institutions, companies, NGOs) that will offer high quality internships, a proportion of which should provide funds for students who cannot afford to maintain the costs of an unpaid internship (**by 2020**).

2.3.1 EFPSA should finalise a Memorandum of Understanding in regards to the establishment of a paid internship for EFPSA, EFPA and COMPSY at their Headquarters in Brussels, Belgium and thus gain knowledge and skills which prepare them for the work sector (**by 2019**).

2.4 EFPSA aims to organise non-formal training events (Train the Trainers, Train Advanced Trainers, EFPSA Academy) focused on youth entrepreneurship (**by 2019**).

2.5 EFPSA's Journal of European Psychology Students (JEPS) will launch a JEPS Ambassadors Campaign, to raise awareness on responsible research in the field of psychological science. EFPSA will develop a set of promotional and educational materials for local Ambassadors in activities such as workshops, panel discussions, and round tables. (**by 2018**).

2.6 EFPSA will organise a symposium in collaboration with the EFPA BSA with the aim of improving psychological science across Europe, particularly tackling the topics of replicability and reproducibility (**by 2018**).

2.7 EFPSA aims to create a fund supported by EFPSA Alumni, to support students who need financial aid for participation in the Congress. Through its Member Organisations, EFPSA aims to provide a list of institutions that students can contact per country that may be able to financially support students (**by 2020**).

2.8 Through collaboration with the EFPSA Ethics Committee and EFPA Board of Ethics, EFPSA will strive towards improving its ethical guidelines and providing members with trainings on ethics which is relevant for them as individuals, volunteers in an organisation, students and future professionals (**by 2019**).

2.9 EFPSA aims to have a wider external representation, maintain and increase collaborations with external partners, professionals and student organisations.

2.9.1 EFPSA aims to develop policies, position papers and statements on the role of psychology in suicide prevention and refugee and migrant crisis (**by 2018**), scientific replicability and reproducibility, and the values of volunteering and youth work in non-formal learning environments (**by 2019**). An additional 3 policy and position papers on relevant topics in society should be written (**by 2022**). EFPSA aims to jointly develop policies with relevant student associations.

2.9.2 EFPSA aims to establish partnerships with WHO, United Nations and Mental Health Europe and collaborate on important issues in society through the endorsement of policies, and development of events and campaigns (**by 2019**).

2.9.3 EFPSA aims to organise an Event in collaboration with a non-EU student health organisation focusing on mental health and inclusion, as well as to promote intercultural dialogue and understanding between youth (**by 2020**).

2.10 EFPSA will evaluate the value and quality of graduating with a bachelor's degree in psychology across Europe in collaboration with the EFPA Board of Educational Affairs with the aim of improving the status and encouraging equality in the stand-alone qualification of a bachelor level degree in psychology (**by 2022**).

2.11 EFPSA should consider restructuring the Board of Management & Executive Board by introducing an Educational Affairs Officer within the Board of Management in order to provide room for growth and target topics related to the education of psychology students (**by 2022**).

3. Connecting Professionals, Academics & Students

Over the course of education, students become increasingly aware of the division between themselves and the workplace. Through Events and Services, EFPSA is providing students, professionals and academics with the opportunity to work and learn together, in closer proximity than is afforded by traditional lectures and courses. Through this we strive to develop a bidirectional and mutually beneficial link between both groups.

3.1 EFPSA aims to consistently develop its Events and Services to facilitate networking and knowledge transfer between students, academics and professionals.

3.1.1 EFPSA will introduce annual roundtable discussions and symposia with academics and professionals during scientific events; these will address current issues in psychological science, and proposing means for students to contribute to their solution **(by 2018)**.

3.1.2 EFPSA will maintain collaboration with the organisers of the European Congress of Psychology (ECP) 2019 to provide students the opportunity to volunteer during the ECP and gain access to the scientific programme, with the chance to network with students and professionals **(by 2019)**.

3.1.3 EFPSA should establish a student programme during the European Congress of Psychology where students and professionals can attend workshops and trainings delivered by EFPSA and learn more about the opportunities EFPSA provides during an EFPSA presentation **(by 2022)**.

3.1.4 EFPSA aims to develop a more stable advisory system for the Junior Researcher Programme **(by 2019)**.

3.2 EFPSA aims to sign a Memorandum of Understanding with 5 student organisations, 5 professional organisations and 5 universities or institutes, including collaboration with the European Confederation of Junior Enterprises (JADE) to promote entrepreneurship among psychology students **(by 2020)**.

3.3 EFPSA will establish a well-functioning Alumni Network through the EFPSA Alumni Board, to increase collaboration between new volunteers, experienced alumni and alumni who are professionals in the field of psychology via activities and trainings during the Congress **(by 2019)**.

3.4 EFPSA will collaborate with EFPA on promoting EuroPsy to increase the employability of EU psychology students in other EU countries, while also working towards standardising curricula in EU countries **(by 2019)**.

3.5 EFPSA will create a database of professionals and academics that they have collaborated with in the past in order to support current and future Event Organising Committees, as well as the EFPSA Working Community **(by 2022)**.

3.6 EFPSA will organise a common event with healthcare students in order to promote interprofessional education and interprofessional collaboration **(until 2022)**.

4. *Contributing to Society*

EFPSA has been increasingly more oriented towards society, and strives to develop activities and strategies to encourage psychology students to use their knowledge and skills for contribution to the local and European society. EFPSA aims to immerse itself in topics of current societal interest in Europe and the world, mainly through online and local campaigns.

4.1 EFPSA will create an annual 'EFPSA social day' to promote social issues online and locally via Member Organisations. These can also be done in collaboration with other organisations to increase their reach **(by 2019)**.

4.2 Following the success of the "Mind the Mind - To Combat the Stigma of Mental Disorders" campaign, EFPSA will develop a position paper on mental health in secondary schools based on the outcomes and evaluation of the four waves of the campaign. EFPSA should aim to have this policy endorsed on the EU level **(by 2018)**.

4.2.1 EFPSA will immerse itself in the area of policy making, specifically in relation to mental health education. EFPSA aims to engage in structured dialogue with policy makers to be involved in discussions regarding mental health education in secondary schools. **(by 2020)**

4.3 Following the success of the first wave of the Better Together Campaign - oriented towards empowering youths for building more inclusive societies - the campaign will be evaluated and improved to increase its reach, create collaborations on the local level and run the campaign until 2020. Annual evaluations should lead to the development of a position paper on the topic **(by 2020)**.

4.4 The EFPSA Congress, Joint EB&MR Meeting & Conference will incorporate a solidarity component (eg. cleaning public areas, organising a fun run to raise money for charity) to foster a sense of teamwork and contribute to the improvement of society **(by 2019)**.

4.5 EFPSA should cooperate with external partners engaged in the topic of social impact by establishing collaborations with at least 5 relevant organisations, such as UNICEF, in order to have more reach and contribute on a global scale **(by 2020)**.

4.6 EFPSA aims to support the health and wellbeing of its population, as well as society.

4.6.1 EFPSA aims to develop position papers on mental and sexual health and raise awareness of eating disorders, addictions and substance abuse **(by 2020)**.

- 4.6.2** EFPSA will develop an Events Policy to target binge drinking, smoking and the general health of its participants during Events, specifically by encouraging responsible enjoyment of the social programme **(by 2018)**.

5. Advocating Youth Work and Promoting European Collaboration & Integration

EFPSA has structured its working platform to encourage and empower youths to get involved and promote European collaboration & integration.

5.1 EFPSA should support its Member Organisations in making change locally regarding their education systems through organising specific meetings with the Presidents of the Member Organisations **(by 2019)**.

5.2 EFPSA aims to continually provide opportunities for intercultural and interprofessional collaboration, as well as learning mobility.

5.2.1 EFPSA aims to host interprofessional exchanges with students from medicine, pharmacy and dentistry between its Member Organisations and those from EMSA, EDSA and EPSA **(by 2019)**.

5.2.2 EFPSA aims to organise 3 Erasmus+ funded youth exchanges or non-formal trainings to increase employability by teaching transitive skills, non-formal learning, creating peer-to-peer connections and familiarising with educational systems for continuing professional education abroad. These are aimed to be implemented in collaboration with other health-related student organisations **(by 2020)**.

5.3 Every year, EFPSA aims to engage in World Mental Health Day and Mental Health Awareness Week through online campaigns and local activities. Additionally, EFPSA aims to include an additional awareness day per year: Human Rights Day, World Youth Skills Day, and International Day of Women and Girls in Science **(by 2020)**.

5.4 EFPSA should join the European Students Union (ESU) and the Global Health Workforce Network by the World Health Organisation, to expand its reach on the European level and engage in dialogue on health workforce policies **(by 2018)**.

5.5 EFPSA should involve itself in the EU-Council of Europe youth partnership – an annual symposium between youth policy-makers, youth researchers, youth workers, and young people **(by 2019)**.

5.6 EFPSA aims to encourage voluntary youth work as a means of acquiring new skills, gaining experiences and preparing for the workforce.

5.6.1 EFPSA should nominate volunteers for awards to emphasise the importance of youth volunteering (**by 2020**).

5.6.2 EFPSA aims to share the impact of volunteering in a pan-European Federation through pictures, videos and blog-posts of individuals sharing their experiences (**by 2018**).

Freezer

This section outlines ideas that were discussed however, were not deemed to be feasible to be developed in the years 2018-2022. Therefore, they have been placed on hold, within the Freezer section of this document for the time being.

6.1 Due to the amount of work and time required to be involved in being within the Board of Management, the payment of these individuals for their work should be discussed.

6.2 EFPSA should consider the possibility of renting an Office or an apartment in Brussels in order to store their physical items and archive EFPSA history.

6.3 EFPSA should introduce awards for specific external individuals (Alumni or otherwise) who greatly supported EFPSA in some form, as a token of our gratitude and appreciation.

6.4 EFPSA should develop, pilot and introduce an annual awarding system for outstanding members of the Working Community who contributed to the development and growth of EFPSA substantially.

Version History

May 2012: Drafted by Maaïke Geurts and Vedran Lesic

January 2013: Finalised by Dimitris Parperis and Dalya Samur

February 2017: Drafted by Board of Management 2016-2017 (President: Clara Chetcuti)

February 2018: Finalised by Board of Management 2017-2018 (President: Clara Chetcuti)

Final Note | The Next Strategic Planning Document for 2022 - 2028 should be drafted in the Mandate 2020 - 2021 and finalised in 2021 - 2022.