

Strategic Planning Document

2023 - 2027

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

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What is Strategic Planning?

Strategic Planning begins with the desired end and works backwards to the current state.

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.

Strategic Planning is a tool for organising the present on the basis of the projections of the desired future. It can be compared to creating a roadmap to lead an organisation from where it is now to where it would like to be in five or ten years. The strategic planning process includes the organisation's mission statement, objectives, situation analysis, strategy formulation, implementation and control.

How to use a Strategic Planning Document?

1. The document will be used during the Knowledge Transfer. The Board 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 while they are working on their Action Plan. The new Action Plan of the Board needs to be in line with the future aim as proposed in this document.
3. The EFPSA Working Community should be aware of this document. The document will be used in the Knowledge Transfer; all Coordinators and Board Responsibles should make sure that the Action Plan of the team is in line with the future goals of EFPSA.
4. The Strategic Planning Document will be used by the Board when giving feedback on the Action Plan of all teams. The Board Responsible of the team has to compare the ideas with the Strategic Planning Document and make sure the Action Plan and all new ideas are in line with EFPSA's Strategic Planning Document. The Strategic Planning Document (or parts of it) can also be used for marketing reasons.
5. During the Joint Executive Board & Member Representatives (EB&MR) Meeting, halfway through the mandate, the Working Community will reevaluate their Action Plans and the work

that has been done so far. The Board 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 Planning Document.

6. During the last Board Meeting, the Board 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 and the next Board can decide how they will implement this idea.

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

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 34 Psychology Member Organisations (MOs) and two Observer Organisations (OOs). Each Member Organisation (MO) elects a student (Member Representative) to represent them in EFPSA and provides the Member Organisation (MO) with the opportunities and knowledge from EFPSA's Events, Services and activities. The Federation is run by eight Board members and an Executive Board of over 80 individuals; together with the Member Representatives (MRs) 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 Research Summer School (RSS), the Train the Trainers Summer School (TtT), the Train Advanced Trainers (TAT), the Trainers Conference (TraC), the Trainers Meeting (TRAM), EFPSA Academy, EFPSA Day, Board Meetings and the Conference. Additionally, EFPSA runs five Services, namely the EFPSA Research Programme (EFPSA RP), 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

EFPSA's 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 does the Federation implement this? By consistently developing our Services, Events and the quality of interaction between European psychology students and their national, regional and local associations, EFPSA creates an encouraging environment for psychology as a professional and scientific field in Europe.

Vision

EFPSA's 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 that 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.



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: EFPSA was born!

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 Belgian law. During the third General Assembly in April 1989 in Lund (Sweden), the Federation developed its structure. Also, in 1989, the first meeting of the Executive Board (EB) was held in between two annual Congresses and took place in Berlin. This ensured more continuous work during the whole year and better preparation for the General Assembly. At this time members of the EB also covered the functions that Member Representatives do now, and there were no Board 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. This year the idea of permanent working groups (called "task forces") came up 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, seminars and, of course, the Congress were organised under the guidance of EFPSA.

The years 2000 - 2020

The Federation (2000 - 2020)

Since 2001, EFPSA has been an affiliate member of the European Federation of Psychologists' Associations (EFPA). Contact with EFPA originally began in July 1991 in Amsterdam (the Netherlands). 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 from each of the associations which were members of EFPSA. Furthermore, the Board 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. For a long time, the Board consisted of seven Board members: President, Vice President, Secretary General, Finance Officer, Marketing Officer, Member Representatives Officer and Events Officer. In the mandate of 2019-2020, the position of Academic Affairs Officer was approved to be another position on the Board. The Academic Affairs Responsible was first only responsible for the Research Programme (RP) and the Journal of European Psychology Students (JEPS) and the Vice President for the remaining three Services (Training Office, Social Impact Initiative and Study & Travel Abroad). This slightly changed in the mandate of 2021-2022 (see below).

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, where different teams work to improve the promotion of the organisation. 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](#). 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. Google Drive and Gmail became more popular over the years as communication mediums and, in 2019, EFPSA switched to G Suite. Since then, communication and storing of files have become more centralised and continuous.

In 2010, the General Assembly approved a comprehensive revision of the Statutes and Domestic Regulations (now called Internal 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 (MRs). Since then, each Board has proposed amendments to the Statutes and Domestic Regulations keeping our most important documents updated at all times.

EFPSA Services (2000 - 2020)

Study & Travel Abroad (STA)

The development of social media 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 former EFPSA President Markus Hausammann created the website www.efpsa-travel.net. Study Abroad considers its existence, at least, since the early '90s when it began as a project under the name "How to Study Abroad" and later on as "Study and Work Abroad" (SWA). Since 2005, the Service has focused on "Study Abroad" (SA) and can now be found through the main website where information, advice and experience stories can be found. As of 2015, the Travel Network and the Study Abroad Services have been merged into the Study & Travel Abroad (STA) Service, which continues much with the same visions, missions and values as its predecessors. In 2016, the Student Exchange Responsible became part of the team, opening up the opportunity for Member Organisations (MOs) to receive support from EFPSA in organising their international exchanges with other psychology student associations and students from other healthcare disciplines. The Internship Task Force was launched in 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.

The team set forth a number of goals for the Internship Task Force. These were to outline the internship possibilities students are looking for, set up a database with contacts of possible partnerships that could provide internship opportunities, make initial contact with the collected contacts in order to establish these partnerships, and build a solid foundation for the following mandate. The work has now been passed on to the Internship Responsible, within the Study & Travel Abroad Service, following approval of the position during the General Assembly held at the 31st EFPSA Congress in Gakh, Azerbaijan in 2017. The first internship opportunity was offered to psychology students in August 2017. In the following years, more internship opportunities were established, one of them resulting in a permanent partnership agreement (signed in 2020) with Willingness (Malta).

Journal of European Psychology Students (JEPS)

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 Journal of European Psychology Students' Bulletin is a supplement to JEPS that blogs about academic writing, scientific publishing, and essential research skills in the field of psychology. This has been published since 2010 and remained active since then. In 2016, JEPS introduced Registered Reports, a recent development in the field of psychology. The aim of pre-registration is 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. Throughout the years, JEPS received many manuscripts and grew into EFPSA's largest Service.

Research Programme (RP)

In 2019, the Junior Researcher Programme was restructured and from then on called the EFPSA Researcher Programme (RP). The service was completely restructured to give the programme its new start and increase its visibility. The European Summer School was also renamed and restructured and is now called the Research Summer School (RSS). The programme was also enriched by the Mid-programme meeting which for the first time took place in December and January (depending on the research team). The purpose of this meeting is to improve the motivation and efficiency of the teams as

they can track the progress of the work, exchange ideas amongst themselves and with the supervisor, as well as plan together the rest of the work that needs to be done.

Training Office (TO)

The Training Office is a relatively new part of the EFPSA internal structure. It was founded during the mandate of 2010-2011 by Daniel Lukas Rau and Dominika Szymanska based on their prior training experience and collaboration with other NGOs. The need for training in EFPSA became stringent as the organisation grew and developed more. The increasing number of member countries, active members, services and products made it harder and harder for people to work together towards a common goal. Trainers aimed at supporting the growing organisation by providing training sessions on EFPSA's mission and vision. In addition, trainers helped teams and individuals be more motivated and efficient in their work for the organisation. Nowadays, EFPSA trainers regularly work together with active EFPSA members by ensuring the sustainable development of the organisation.

Social Impact Initiative (SII)

Officially, the Social Impact Initiative (SII) was launched at the 27th annual EFPSA Congress in April 2013 in Izmir, Turkey, when the General Assembly of the Congress approved the introduction of the Social Impact Task Force. During the Joint Executive Board and Member Representatives (EB&MR) meeting in 2013, a workshop was organised where possible topics of Social Impact were brainstormed and discussed. It was eventually decided that the work would revolve around tackling the problem of the stigma of 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. One year later, the Task Force developed into a team within EFPSA, led by the Senior Coordinator. After having decided that an anti-stigma campaign would be the best way to make a positive influence on society. Thus, “Mind the Mind – To Combat the Stigma Of Mental Disorders” was launched.

At the same time as the team conducted research for the campaign, the Task Force was working on support for the “Open Access Movement” and “Right to Research Coalition (R2RC)”, in order to raise awareness of Open Access. The project provided information on access to scientific research literature for students and young researchers and promoted advocacy of Open Access publishing. The team worked

closely together with the Journal of European Psychology Students (JEPS) and brought a number of texts explaining the issues published in the JEPS Bulletin. Another project of the team collected the data on how accessible research is in different European countries. The activity of the team was concluded since the topic is much better covered, students are usually well aware of it and universities often promote some kind of open access strategy themselves. The Open Access campaign later ceased to exist, however, EFPSA still abides by the principles of open access.

During the Joint Executive Board and Member Representatives (EB&MR) Meeting in 2015, the team started brainstorming ideas for another project. The idea was to cover another field of psychology besides clinical and research one. The “Organised Acts of Kindness (OAK)” is a project focused on encouraging people to do good deeds on a daily basis which will ultimately have a positive impact on them and society.

During the summer of 2016, the team collaborated with EFPSA’s Training Office to apply for a European Youth Foundation grant on the topic of empowering youth toward building a more inclusive society. As a result, a new campaign has started, named “Better Together” with the main focus on educating secondary-school students on topics such as intergroup relations, stereotyping and discrimination, and encouraging them to help build a more inclusive society. The Better Together campaign has grown a lot throughout the years with now almost half of our member countries having an active running campaign.

EFPSA Offices (2000 - 2020)

External Relations Office

From 2004 on, EFPSA representatives have attended Informal Forum of International Student Organisations (IFISO) 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 External Relations Office was finally established and expectations and projects were waiting to be implemented in collaboration with new partners, adding policy into its projects in the mandate 2016-2017. Also, EFPSA recognises its need to contribute to society and start working within the social impact framework and promote topics that are relevant to society. 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 European Health Student Association Summit (EHSAS) in 2017 in Brussels, Belgium. Since then, EFPSA has continued its collaboration with EHSAS and all EHSAS members (i.e. EMSA, EDSA, EPSA, and ENSA).

Finance Office

In the Finance corner, there have been constant challenges within the structure of the teams and organisation of the work. In 2011, EFPSA introduced the Grants Task Force which focused on researching and applying for grants which are crucial for EFPSA's growth. EFPSA has since managed to get 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 EACEA and the European Youth Foundation Grant for Social Inclusion which led to the development of the Better Together Campaign. For a long time, the Grants team (as part of the Finance Office) was responsible for applying for the operational grant from EACEA, the structural grant of EYF and the international activity grant of EYF while in the meantime researching new grant opportunities.

EFPSA Events (2000 - 2020)

The first EFPSA Day was held in 2010. The basic idea of EFPSA Day is to spread the word about EFPSA and get as many psychology students as possible from all over Europe familiar with EFPSA. In addition, it is crucial that this Event is organised on the same day by all participating countries/regions. The idea of EFPSA Messengers rose during the 2012 Congress in Denmark, 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. Now, a call for EFPSA Day local organisers is opened every year, looking for enthusiasts to organise EFPSA Day in their city/region/country. Each EFPSA Day is organised with a specific theme and is overseen by the Marketing Office and the Members Office.

Since 2013, EFPSA has organised a conference every two years. The EFPSA Conference is a four-day event mainly focused on the scientific programme of a specific theme. In 2016, EFPSA added three Events to its portfolio. The Trainers' Conference (TRaC) and Trainers' Meeting (TRAM) became official EFPSA

Events, while a new Training Event – EFPSA Academy was introduced. The Federation and its teams also underwent a variety of structural changes.

The years 2020 - Now

The Federation (2020 - Now)

In the Spring of 2020, the COVID-19 pandemic overtook the world in merely days. EFPSA was, like many organisations, forced to completely adapt to the pandemic. Because of the pandemic, the Working Community figured out ways to restructure events, activities and projects. It was definitely a challenge, but EFPSA made the best out of the situation and managed to continue bringing psychology students from all over Europe together (albeit mainly online). The pandemic brought forward a desperate need for more online and more efficient communication channels. At the beginning of the mandate 2020-2021, the Board started experimenting with different types of channels. Soon, the preferred option for online meetings became Zoom and EFPSA invested in a business Zoom account. Since then, any online or hybrid meetings, events and activities were organised via Zoom. Another useful channel became Discord. Starting from the mandate of 2021-2022, the Working Community donned the Facebook groups and communicated solely via Discord (besides using G Suite for emails and Google Drive storage).

The Federation's legal form is a not-for-profit organisation and has to follow Belgian laws about vzw's (Dutch) or ASBL's (French). In the year 2019, a new law about these kinds of organisations was introduced. Starting from the 1st of May 2019, new not-for-profit organisations should already follow this new law. Existing organisations have a time frame from 1st of May 2019 until 1st of January 2024 to make changes and follow this law. During the mandate of 2020-2021 and 2021-2022, the Presidential Office reviewed all of EFPSA's policies to make sure to abide by this new law. The Statutes and Internal Regulations were rewritten, and checked by a professional, new procedures were put in place and new best practices were implemented. One of the many changes is that from now on the 'Board of Management' will be called the 'Board', EFPSA subcontracts an external accountant to write and publish the annual Financial Report and subcontracts a professional to take care of the Legal Registration of the Board.

During the years 2020-2022, many structural changes were implemented. During the General Assembly I of the Joint EB&MR of 2020, it was approved that the Executive Board would also have voting rights which were implemented starting from the mandate of 2021-2022 during the Congress of 2021. Another important change was the change of the fiscal year. Instead of having a fiscal year from 45 days prior to the current Congress until 45 days prior to the next Congress, the fiscal year now is from the 1st of January until the 31st of December. As the need for legal aid grew, EFPSA also subcontracts a Belgian lawyer with expertise in not-for-profit organisations to give advice on any kind of legal matter.

The Board also reviewed the structure of all teams, good and bad practices and the needs of EFPSA. These discussions resulted in many structural changes within and between teams (see more explanation in 'EFPSA Services' and 'EFPSA Offices'). Within the Board, the Academic Affairs Officer now became the Board Responsible for Study & Travel Abroad (STA) (instead of the Vice President) in addition to the Research Programme (RP) and the Journal of European Psychology Students (JEPS).

Lastly, EFPSA highly regards its external relations with other organisations. The bonds with EFPA continued to develop, and in July of 2022, a group of Slovenian students organised a Student's Day during EFPA's European Congress of Psychology. Further, EFPSA signed several Memorandum of Understanding's other European student organisations (i.e. EHSAS, JEE, ELSA, and, IFMSA) as well as other psychology organisations across the world (i.e. PsySSA SD, PSA Trinidad & Tobago, and GSPC).

EFPSA Services (2020 - Now)

Most Services remained mostly the same since 2019. The Training Office decided to add a new position within the team: a team member who does not need to be an EFPSA Trainer to support the rest of the team in their tasks. The greatest change in these two years happened in the Social Impact Initiative (SII) team.

Social Impact Initiative (SII)

In 2020, an Organised Acts of Kindness Responsible was added to the team to completely take over the Organised Acts of Kindness (OAK) Campaign and to bring the campaign to a new level. OAK established a partnership with A Creative Pause in 2021 and started co-organising workshops together. With the start of the mandate 2020-2021, a new campaign, CoronaCare was brought to life. The CoronaCare Campaign was inspired by the new pandemic to share evidence-based information and give tips on how to take care of ourselves and each other during these daunting times. With the development of the pandemic (for the better), the CoronaCare went more towards the background and will most likely be terminated in the near future.

The changes within the Social Impact Initiative (SII) team did not stop there. In 2020, a new campaign on suicide prevention, (A)live!, was approved by the Board. First, a team member started gathering information and ideas on what the campaign could and should look like. In 2021, it was decided to make this an official position within SII, as an (A)live! Team Member, to give more time to this individual to focus on the campaign. With the rapid development, it was decided to additionally add an (A)live! Responsible to the SII team which will start working during the mandate of 2022-2023.

SII is also planning to launch a campaign on climate change starting in 2022.

EFPSA Offices (2020 - Now)

External Relations Office

2021 was a year full of changes for the External Relations Office. First, a Public Relations Coordinator position was created to advertise the work of the Federation more to the general public and important stakeholders. Second, an External Relations Team Member position was added to support the External Relations Coordinator in their tasks. Third, the Policy Team did a full review of their work and where EFPSA should reach in terms of policy and advocacy work. As they did not feel that the current name beheld all they wanted to accomplish, they became the Advocacy Team. The Advocacy Team wrote

guidelines, created their own workshop, and wrote their first Call to Action, setting the first stepping stones to advocacy work.

Human Resources Office

The position of Human Resources Responsible was added in 2019. In 2021, a second Human Resources Responsible and Community Responsible were added due to an even larger need from our members. After many discussions and brainstorming sessions, it was decided to implement a new office, the Human Resources Office starting during the mandate of 2022-2023. The Human Resources Office consists of a Human Resources Coordinator, two Human Resources Responsibles, a Community Responsible and a Coaching & Mediation Responsible.

Finance Office(s)

Before, the Finance Office consisted of a Team Member, the Partnerships Team and the Grants Team. In 2021, these were split into three offices: the Finance Office, the Partnerships Office, and the Grants Office. All are coordinated and overseen by the Finance Officer. The Finance Office consists of two new positions: the Fundraising Responsible and the Accounting & Budgeting Responsible.

Events Office

The biggest change to the structure of the Events Office was to add the Coordinators of the Organising Committees to the Events Office. These Coordinators were already a part of the Working Community but were not yet a part of any office.

EFPSA Events (2020 - Now)

Due to the pandemic, events were either held online or postponed for almost a year. At the end of the mandate 2020-2021, EFPSA was able to finally organise two in-person events again. During the mandate of 2021-2022, almost all events were organised which were either online, hybrid or completely in-person.

The Four Core Goals of EFPSA

1. Serving psychology students

EFPSA is a psychology students' organisation providing youth with the opportunity to engage in psychology in various settings. EFPSA has become an intercultural platform where psychology students can exchange information, gain knowledge about psychology, share experiences in different areas of interest, meet their colleagues from all over Europe and start a scientific dialogue. EFPSA provides students with many different events to actively participate in psychology, gives a possibility to gain experience by volunteering within the Working Community, and offers services from which psychology students can benefit in many different ways. The intercultural dimension within the organisation is given special attention, which gives a broader view of all activities. EFPSA as an organisation is open to people with new ideas, and it supports the development of different projects.

2. Linking professionals, academics and students

Over the course of traditional education, students become increasingly aware of the division between themselves and the professional workplace. Through its Events and Services, EFPSA is providing students, professionals, and academics alike the opportunity to work and learn together, in far 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. Traditionally, students profit from knowledge and experience of academics, however, the perspectives of young students cannot be underestimated in a field as rapidly developing as psychology.

3. Improving psychology

EFPSA aims to encourage and support the development of psychology as a growing discipline. Through a variety of means, EFPSA is able to contribute to this development. With multiple events, contemporary issues in psychology are approached and tackled by open-minded and eager individuals. The students immediately recognise how attending such events can bring an entirely fresh perspective to their studies, which may otherwise be constrained by nationally and culturally specific ideals or mindsets. Central to this philosophy is EFPSA's appreciation for cultural diversity. An awareness of how much there is to be gained from studying topics which affect every society alongside individuals from across Europe is both more engaging for the student and beneficial to the research itself. In turn, future psychologists emerge

as well equipped to teach, do research, and practice in societies as multicultural as those found across Europe.

4. Contributing to society

There has always been a need for helping people and society. EFPSA as an organisation has been oriented towards people. Especially, we, as future psychologists, should start to develop habits and ways on how to contribute to society. EFPSA should include itself more often in topics which are current in Europe and the world. Also, EFPSA promotes values which are appreciated in the society such as diversity, understanding and cultural dialogue. EFPSA has the potential to contribute to society in many different ways. Firstly, we are an organisation which works on a voluntary basis. Promotion of volunteer work as a needed activity can be the way in which we can start. Secondly, there are many actual topics where we can join and participate, such as public campaigns on open access and the reputation of psychology.

The Strategic Planning Goals

1. External Relations Office

1.1 EFPSA will establish a collaboration and create a Memorandum of Understanding with the American Psychology Association (APA) (by 2025).

1.2 EFPSA aims to get recognised and/or establish partnerships with the World Health Organisation (WHO), United Nations (UN), United Nations Development Programme (UNDP) and Mental Health Europe to collaborate on important issues in society through the endorsement of policies, and development of events and campaigns (by 2026).

1.3 EFPSA will establish a collaboration with five professional psychology associations (by 2025).

1.4 EFPSA will organise multidisciplinary exchanges with students from other disciplines to promote interprofessional collaboration and education (by 2027) (Collaboration: see Study & Travel Abroad 14.3).

1.5 EFPSA aims to further develop a collaboration on the Mental Health Project in light of the World Mental Health Day (10th of October), creating a year-long project with multiple organisations (by 2023).

1.6 EFPSA will evaluate the value and quality of graduating students with a bachelor's degree in psychology across Europe. This may be achieved 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 2025) (Collaboration: see Supporting Community 15.1).

1.7 EFPSA will organise exchanges with psychology students from other continents (by 2024) (Collaboration: see Study & Travel Abroad 14.4).

1.8 EFPSA will continue to establish collaborations and create a Memorandum of Understanding with other student organisations (by 2027).

2. Social Impact Initiative (SII)

2.1 The Campaigns of the Social Impact Initiative should be as inclusive as possible, meaning developing workshop materials that are inclusive for people with disabilities (e.g. visual, hearing) for both volunteers delivering and participants (by 2024) (Collaboration: see Human Resources Office 5.2.1).

2.2 EFPSA aims to fight the stigma of mental health and psychotherapy by increasing the reach of the Social Impact Initiative campaigns (by 2025).

2.2.1 Increasing the reach of EFPSA's Mind the Mind campaign to two-thirds of EFPSA's member countries (by 2025).

2.2.2 Increasing the reach of EFPSA's Better Together campaign to half of EFPSA's member countries (by 2025).

2.3 EFPSA is continually improving the quality of its Events and Services.

2.3.1 EFPSA is continually improving the quality of its Campaigns (Mind the Mind campaign, Better Together campaign, Organised Acts of Kindness campaign, (A)live! etc.) by having the Data Analysis Responsible quantitatively analyse the outcomes of each campaign (number of applicants, number of people participating, number of people reached, satisfaction with the event etc.) and then qualitatively evaluating this data in order to assess and improve the effects on society (by 2023).

2.4 EFPSA's contribution to the field of environmental psychology and Climate Crisis by raising environmental awareness through the implementation of eco-friendly practices and policies.

2.4.1 Connect with environmental psychologists and other (student) organisations and epidemiologists to create a network of contacts that can be reached for collaboration (by 2024).

2.4.2 Create a specific SII campaign focused on environmental psychology (by 2023).

2.5 EFPSA aims to capitalise on its Social Impact Initiative's campaign by offering workshops about mental health to other student and professional organisations (by 2026).

3. Training Office (TO)

3.1 EFPSA is continually improving the quality of its Events and Services.

3.1.1 EFPSA is continually improving the quality of its Events (Training events, Research Summer School, Conference, Congress etc.) by having the Data Analysis Responsible quantitatively analyse the outcomes of each event (number of applicants, number of people participating, number of people reached, satisfaction with the event etc.) and then qualitatively evaluating this data in order to assess and improve the effects on society (by 2023) (Collaboration: see EFPSA Office 4.3.3; Events Office 11.5).

3.2 EFPSA will improve the promotion of EFPSA's Training Office to highlight the importance of non-formal education.

3.2.1 Find more external training opportunities (increase TAT interest rate, host TRAM every year) in order to bring more advanced trainers to EFPSA's Trainers Pool (by 2025).

3.2.2 Introduce the EFPSA Training System to other (professional) organisations and find ways to include them in the EFPSA Training Community (by 2025).

3.3 EFPSA aims to offer non-formal education training sessions to external organisations in exchange for monetary compensation (e.g. soft skills training sessions) (by 2025).

3.4 EFPSA aims to get more accreditation for its training program (by 2024).

3.5 EFPSA aims to organise training events at least partially in collaboration with universities (Collaboration: see Events Office 11.11.2) (by 2026).

4. EFPSA Office

4.1 EFPSA aims to have a section about the Federation on the websites of all Member Organisations and as many universities as possible. EFPSA should also increase their visibility on the website of partner organisations (by 2027) (Collaboration: see Partnership Office 8.6; see Members Office 10.3).

4.2 EFPSA will focus on informing psychology students and the general public about the newest research findings in different branches of psychology by giving an overview in EFPSA's Magazine (by 2026) (Collaboration: see JEPS 12.1).

4.3 EFPSA is continually improving the quality of its Events and Services.

4.3.1 EFPSA is continually improving the quality of its Events (Training events, Research Summer School, Conference, Congress etc.) by having the Data Analysis Responsible quantitatively analyse the outcomes of each event (number of applicants, number of people participating, number of people reached, satisfaction with the event etc.) and then qualitatively evaluating this data in order to assess and improve the effects on society (by 2023) (Collaboration: see Training Office 3.1.1; see Events Office 11.5).

4.3.2 EFPSA is continually improving the quality of its Campaigns (Mind the Mind campaign, Better Together campaign, Organised Acts of Kindness campaign, (A)live! etc.) by having the Data Analysis Responsible quantitatively analyse the outcomes of each campaign (number of applicants, number of people participating, number of people reached, satisfaction with the event etc.) and then qualitatively evaluating this data in order to assess and improve the effects on society (by 2023) (Collaboration: see Social Impact Initiative 2.1.1).

4.4 EFPSA will improve its public image and social media by ensuring an updated Wikipedia page that is translated into several languages and by endorsing members of the Working Community on LinkedIn (by 2023).

4.5 EFPSA aims to develop an online platform for psychology students in order to support the work of volunteers and facilitate EFPSA events (by 2025) (Collaboration: see Human Resources Office 5.1; see Events Office 11.1).

4.6 EFPSA will increase the traffic on the official EFPSA website by 200% (by 2024).

5. Human Resources Office (HRO)

5.1 EFPSA aims to develop an online platform for psychology students in order to support the work of volunteers and facilitate EFPSA events (by 2025) (Collaboration: see Events Office 11.1 and EFPSA Office 4.6).

5.2 Policies need to ensure as much diversity and inclusion as possible, within and outside our own Working Community (Collaboration: See Board 17.6).

5.2.1 The Campaigns of the Social Impact Initiative should be as inclusive as possible, meaning developing workshop materials that are inclusive for persons with disabilities (e.g. visual, hearing, etc.) for both volunteers delivering and participants (by 2023) (Collaboration: See Social Impact Initiative 2.1).

5.2.2 Make our documents and social media easier to read for persons with disabilities (e.g. learning, visual, hearing) (by 2024) (Collaboration: See Marketing Office 9.2).

5.3 The Working Community of EFPSA will focus on implementing practices (coordination, leading, teamwork, etc) found in evidence-based theories (by 2025) (Collaboration: see Board 17.4).

5.3 EFPSA aims to establish a Reward programme for the Working Community (by 2025) (Collaboration: see Board 17.3).

5.4 Establish partnerships with universities and professional organisations to develop organisational evaluations. (by 2026) (Collaboration: see the Board 17.5 and Partnership Office 8.3).

6. Finance Office

6.1 EFPSA aims to implement a payment platform for the collection of participation fees for EFPSA events. (by 2027) (Collaboration: see Financial 16.5).

6.2 EFPSA aims to implement a payment platform for the collection of payments in its online shop. (by 2027) (Collaboration: see Financial 16.6).

6.3 EFPSA aims to have a value-added tax identification number (VATIN) (by 2027) (Collaboration: Financial 16.7).

6.4 EFPSA aims to provide psychology students with professional workshops on various topics. During EFPSA events EFPSA will in collaboration with professional organisations provide psychology students with workshops on professional careers in the field of psychology (Collaboration: see Events office 11.10).

7. Grants Office

7.1 EFPSA will have a position in the Grants Office solely responsible for helping the Organising Committees (by 2023).

7.2 EFPSA will apply for different sources of funding and meet expected grant requirements, with the aim of partially supporting EFPSA volunteers financially. (by 2027).

7.3 EFPSA aims to financially support all EFPSA exchanges with a new grant (by 2026) (Collaboration: see Study & Travel Abroad 14.1).

8. Partnership Office

8.1 EFPSA aims to become recognised by universities as a highly professional organisation that serves psychology students (by 2027).

8.2 EFPSA will develop external collaborations and partnerships with professional organisations, to raise the visibility of its activities and acquire annual financial support from at least 10 academic institutions (e.g. universities, research institutes, professional organisations) (by 2025).

8.2.1 EFPSA will establish collaboration with universities of EFPSA Research Programme Supervisors to acquire financial support for the EFPSA Research Programme (by 2025).

8.2.2 EFPSA will contact the universities of the Organising Committees in order to support the members of the Organising Committees (by 2024).

8.3 EFPSA will establish partnerships with universities to develop organisational evaluations (by 2026) (Collaboration: see Human Resources Office 5.4 and the Board 17.5).

8.4 To increase opportunities to access employment, EFPSA will secure a minimum of 10 partners (e.g. academic institutions, companies, NGOs) that will offer high quality internships, a proportion of which should provide funds for psychology students who cannot afford to maintain the costs of an unpaid internship (by 2027).

8.5 EFPSA will establish a database of internships that will be online and accessible to all psychology students. EFPSA aims to have revenue with this database due to companies, institutions, NGOs, etc. paying to have their application on EFPSA's database (by 2025) (Collaboration: see Study & Travel Abroad 14.2).

8.6 EFPSA aims to increase its visibility on the website of partner organisations (by 2027).

8.7 EFPSA aims to create partnerships and/or collaboration Erasmus + Exchanges to provide Services at Exchanges (e.g. TO, JEPS) (by 2024).

8.8 EFPSA aims to have a section about the Federation on the websites of all Member Organisations and as many universities as possible. (by 2027) (Collaboration: see Members Office 10.3).

8.9 EFPSA aims to connect Journal of European Psychology Students (JEPS) to Psychology faculties so they are aware of the services JEPS provides (Collaboration: see Journal of European Psychology Students 12.4).

9. Marketing Office

9.1 EFPSA will create a brochure with clearly defined benefits of joining for students (by 2024) (Collaboration: see Members Office 10.6).

9.2 EFPSA will make its documents and social media posts easier to read for persons with disabilities (e.g. learning, visual, hearing) (by 2024) (Collaboration: See Human Resources Office 5.3.2).

10. Members Office

10.1 EFPSA aims to have 40 Member Organisations thus expanding its reach throughout Europe (by 2027).

10.2 EFPSA will provide webinars to Member Organisations on how to approach partners and apply for grants (by 2024) (Collaboration: see Grants Office 7.4).

10.3 EFPSA aims to have a section about the Federation on the websites of all Member Organisations and as many universities as possible (by 2027) (Collaboration: see Partnership Office 8.6).

10.4 EFPSA will promote international events of the Member Organisations on the website and if possible, one EFPSA Representative will attend the event of the Member Organisation either in person or online (by 2024).

10.5. EFPSA aims to facilitate connections between Local Organisations, Member Organisation's and National professional organisations (2025).

10.6 EFPSA will create a brochure with clearly defined benefits of joining EFPSA for students (by 2024) (Collaboration: see Marketing Office 9.1).

10.7 In collaboration with EFPA, EFPSA will facilitate the connection between Student Member Organisation and their professional psychology organisation in their country (by 2024) (Collaboration: see Board 17.1.1).

11. Events Office

11.1 EFPSA aims to develop an online platform for psychology students in order to support the work of volunteers and facilitate EFPSA events (by 2025) (Collaboration: see EFPSA Office 4.6; Human Resources Office 5.1).

11.2 EFPSA aims to maintain that the Scientific Teams of the Congress, Conference, and Research Summer School are supported in developing the scientific programme, and deliver content that is aligned with values of ethical and reproducible research (by 2024) (Collaboration: see Research Programme 13.1).

11.3 Through collaboration with the EFPSA Ethics Committee and EFPA Board of Ethics, EFPSA will strive towards improving its ethical guidelines and providing members with workshops on ethics that are relevant for them as individuals, volunteers in an organisation, students, and future professionals (by 2024) (Collaboration: see Supporting Community 15.2).

11.4 The Federation aims to extend its societal reach by offering at least four webinars per year, as well as elementary lectures aimed at the broader audience on relevant societal issues (by 2023).

11.5. EFPSA is continually improving the quality of its Events (Training events, Research Summer School, Conference, Congress etc.) by having the Data Analysis Responsible quantitatively analyse the outcomes of each event (number of applicants, number of people participating, number of people reached, satisfaction with the event etc.) and then qualitatively evaluating this data in order to assess and improve the effects on society (by 2023) (Collaboration: see Training Office 3.1.1; EFPSA Office 4.3.3).

11.6. Implement an Events Policy that enforces more environmentally friendly practices in our events (e.g. mandatory waste sorting regardless of the hosting country's regulations, addressing environmental topics in our events Opening or Closing Ceremonies, Calls to Actions) (by 2023).

11.7. Qualify for green certification and obtain an internationally approved eco-label to put on our website and merchandise (by 2027).

11.8 EFPSA aims to create a continuous database where professionals can list to collaborate with EFPSA, by providing a lecture/workshop/seminar at one of our events and/or webinars (by 2023).

11.9 EFPSA aims to create a contact database that saves every speaker of each event/activity/project (by 2025).

11.10 EFPSA aims to provide psychology students with professional workshops on various topics. During EFPSA events EFPSA will in collaboration with professional organisations provide psychology students with workshops on professional careers in the field of psychology (Collaboration: see Finance Office 6.2).

11.11 EFPSA aims to organise some events in collaboration with universities.

11.11.1. EFPSA aims to organise Research Summer School (RSS) at least partially in collaboration with the universities (Collaboration: see Research Programme 13.3).

11.11.2 EFPSA aims to organise training events at least partially in collaboration with universities (Collaboration: see Training Office 3.5).

11.12 Events should be more financially and physically accessible so that participants are not excluded from joining due to their financial situation and/or disabilities (by 2023).

12. Journal of European Psychology Students (JEPS)

12.1 EFPSA will focus on informing psychology students and the general public about the newest research findings in different branches of psychology by giving an overview in EFPSA's Magazine (by 2026) (Collaboration: see EFPSA Office 4.2).

12.2 Scientific literacy and policy papers:

12.2.1 Expand the JEPS Ambassadors Network to at least 15 Member countries (by 2025).

12.3 EFPSA aims to expand our network of JEPS Ambassadors, beyond Europe, to at least three countries and continue to raise awareness on responsible research in the field of psychological science. We also aim to have the JEPS Ambassadors collaborate with their Member Organisations (MOs), and have a more active role in representing the research aspects of EFPSA (by 2025) (Collaboration: see Events Office 12.2).

12.4 EFPSA aims to connect JEPS to Psychology faculties so they are aware of the services JEPS provides (Collaboration: see Partnerships Office 8.9).

13. Research programme (RP)

13.1 EFPSA aims to maintain that the Scientific Teams of the Congress, Conference and Research Summer School (RSS) are supported in developing the scientific programme, and deliver content

that is aligned with the values of ethical and reproducible research (by 2024) (Collaboration: see Supporting Community 15.3).

13.2 EFPSA will focus on informing psychology students and the general public about the research findings in different branches of psychology in the manner of blog posts written by psychology students. The aim is to promote scientific content in a user-friendly manner. This will be done by establishing the Research Programme Blog. The aim of the Blog is additionally to present Research Summer School (RSS) Teams and their research (by 2023).

13.3 EFPSA will offer complimentary educational workshops to psychology students to develop research skills (such as academic literacy, statistics, methodology) (by 2026).

13.4 EFPSA aims to organise the Research Summer School (RSS) at least partially in collaboration with the universities (Collaboration: see Events Office 11.11.1).

14. Study & Travel Abroad (STA)

14.1 EFPSA aims to financially support all EFPSA exchanges with a new grant (by 2026) (Collaboration: see Grants Office 7.3).

14.2 EFPSA will establish a database of internships that will be online and accessible to all psychology students. EFPSA aims to have revenue with this database due to companies, institutions, NGOs, etc. paying to have their application on EFPSA's database (by 2025) (Collaboration: see Partnership Office 8.5).

14.3 EFPSA will organise multidisciplinary exchanges with students from other disciplines to promote interprofessional collaboration and education (by 2027) (Collaboration: see External Relations Office 1.4).

14.4 EFPSA will organise exchanges with psychology students from other continents (by 2024) (Collaboration: see External Relations Office 1.7).

14.5 EFPSA aims to connect STA to Psychology faculties so they are aware of the services STA provides (by 2026).

15. Supporting Community

15.1 EFPSA will evaluate the value and quality of graduating students with a bachelor's degree in psychology across Europe. This may be achieved 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 2025) (Collaboration: see External Relations Office 1.6).

15.2 Through collaboration with the EFPSA Ethics Committee and EFPA Board of Ethics, EFPSA will strive towards improving its ethical guidelines and providing members with workshops on ethics which are relevant for them as individuals, volunteers in an organisation, students, and future professionals (by 2024) (Collaboration: see Events Office 11.3).

15.3 Expand the JEPS Ambassadors Network to at least 15 Member countries (by 2025).

15.4 EFPSA aims to expand our network of JEPS Ambassadors, beyond Europe, to at least three countries and continue to raise awareness of responsible research in the field of psychological science. We also aim to have the JEPS Ambassadors collaborate with their Member Organisations (MOs), and have a more active role in representing the research aspects of EFPSA (by 2025) (Collaboration: Journal of European Students 12.2).

16. Financial

16.1 EFPSA will aim to fully cover the participation fee expenses for the Working Community for certain statutory meetings such as EB&MR and try to partially support the Working Community's participation fees at Congress (by 2027).

16.2 EFPSA will cover the expenses (based on the financial guidelines) of the Working Community attending the events for their services (Research Programme team attending RSS, Training Office attending TtT) (by 2027).

16.3 EFPSA will aim to partially financially support Organising Committees events (TtT, TAT, Academy, RSS etc.) and work meetings (by 2027).

16.4 EFPSA will create an online shop in order to provide students with the opportunity to acquire EFPSA merchandise throughout the year (by 2025).

16.5 EFPSA aims to create or implement a payment platform for the collection of participation fees of EFPSA's events (by 2027) (Collaboration; see Finance Office 6.1).

16.6 EFPSA aims to implement a payment platform for the collection of payments in its online shop (by 2027) (Collaboration: see Finance Office 6.2).

16.7 EFPSA aims to have a value-added tax identification number (i.e. VAT IN) (by 2027) (Collaboration: Finance Office 6.3).

17. Board

17.1 EFPSA will strengthen and improve the relationship and collaboration with EFPA (by 2023).

17.1.1 In collaboration with EFPA, EFPSA will facilitate the connection between Student Member Organisation and their professional psychology organisation in their country (by 2024) (Collaboration: see Members Office 10.7).

17.1.2 EFPSA will create collaborations with specific working groups of EFPA (by 2023).

17.2 EFPSA positions aim to get recognised by the EU Commission (by 2026).

17.2.1 The Board members will be able to apply for their positions as internships (by 2027).

17.3 EFPSA aims to establish a Reward programme for the Working Community (by 2025) (Collaboration: see Human Resources Office 5.3).

17.4 The Working Community of EFPSA will focus on implementing practices (coordination, leading, teamwork etc) found on evidence-based theories (by 2025) (Collaboration: see Human Resources Office 5.3).

17.5 EFPSA will establish partnerships with universities to develop organisational evaluations. (by 2026) (Collaboration: see Human Resources Office 5.4 and Partnership Office 8.3).

17.6 Policies need to ensure as much diversity and inclusion, look within our own Working Community and further e.g. events on these topics, external policy makers, accessible practices on social media (Collaboration: see Human Resources Office 5.2).

17.7 EFPSA aims to keep the Alumni Network engaged and will update the Network regularly on EFPSA's ongoing activities (Collaboration: see Alumni Board 18.4).

18. Alumni Board

18.1 EFPSA aims to strengthen connections with Alumni to create a professional network for students and Alumni.

18.1.2 EFPSA will offer Masterclass workshops presented by Alumni at the Congress, in which Alumni are able to present insights about their career path and soft skills they are using in their profession (by 2023).

18.1.3 EFPSA should invite Alumni to join the EFPSA Day event locally and to inform students about their professional career paths (and how EFPSA has benefitted them) (by 2025).

18.2 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 2023).

18.3 EFPSA Alumni Board will continue to develop the mentoring system to support Working Community members in their personal and professional development (by 2023).

18.4 EFPSA aims to keep the Alumni Network engaged and will update the Network regularly on EFPSA's ongoing activities (Collaboration: see Board 17.7).

18.5 EFPSA aims to expand its Alumni Network to 200 Alumni Members (by 2025).

19. Webinars & Workshops

19.1 EFPSA aims to increase the availability of psychological knowledge to the general public (by 2025) (Collaboration between Social Impact Initiative, Events Office and Finance Office).

FREEZER

1.1 Create guidelines and educational workshops for MOs to help them develop their organisations (have a position just for that). Organise an event specific to this cause, where MO's would be able to start up and develop their associations.

1.2 Create an EFPSA application for both the general public as well as the Working Community

1.3 EFPSA podcast

1.4 EFPSA will create another Social Impact Initiative Campaign aimed at busting the myths about psychology via social media (psychology as a science, psychotherapy, cognitive psychology etc.).

1.4.1 EFPSA will create a branch of this campaign which will be focused on informing high-school students on what psychologists' tasks and responsibilities are, what psychology is, what branches there are in psychology, etc. The focus will be on giving high-school students a more clear view on the studies of psychology and to become better informed.

1.5. EFPSA aims to launch and implement an extension of a campaign under Mind the Mind (Social Impact Initiative) that focuses on providing mental health first aid and psychological help with the target audience of non-psychological professionals (e.g. teachers) or youth.