General Policy plan
2021-2022

1. Table of contents

2. Introduction

Within U-BASE there are several documents helping the association maintain its quality and improve where necessary. There is a General Policy Plan, an Initiatives Document, a Long-term Policy and a Privacy Statement. The aim of these documents is listed below.

2.1 General Policy Plan

This is the document you are reading now. It describes the goals of the association and of its different committees. It is updated once a year.

2.2 Initiatives document

This is a document with all new ideas that a board is planning to bring into reality during the academic year. It is meant for anybody interested in how this board is aiming to operate, improve and/or change U-BASE. During the first General Member Meeting the initiatives document will be presented in a summarized manner to all attendees. Also, during the year this document will serve as a guideline for the board and at the end of the year this document will help set up the evaluation.

2.3 Long-term policy

This document discusses plans for the long term which should be incorporated in the yearly policies.

2.4 Privacy statement

This document describes how U-BASE handles privacy-related matters.

2.5 Leftover money policy

This document describes how U-BASE deals with money that is leftover from certain events.

2.6 Internal rules

In this document the internal rules of U-BASE are described.

3. Connecting U to students
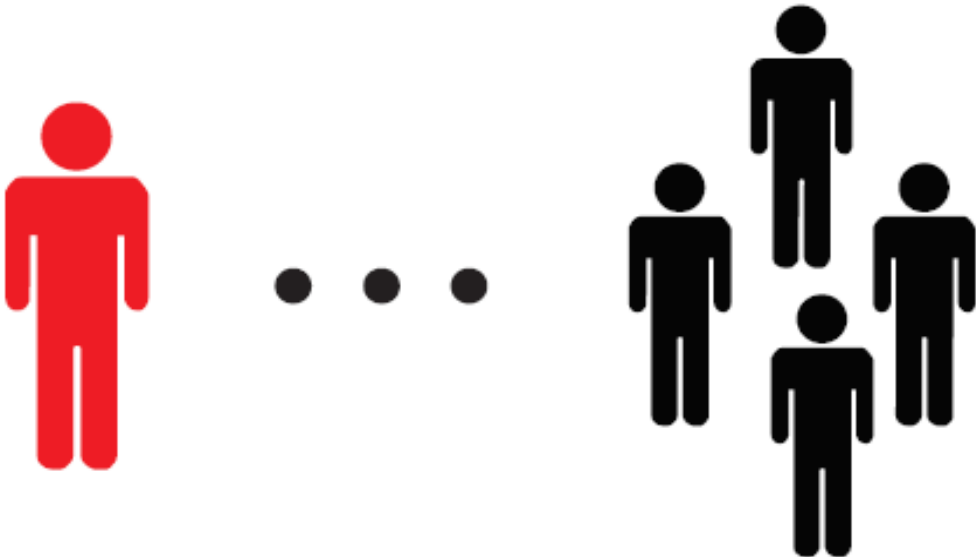
3.1   Philosophy

U-BASE is an open and approachable association created by students for students and unites them together to improve their overall experience at the university. All Building and Structural Engineering, and Bridging program students should be aware of the existence of U-BASE and what the association has to offer. In an ideal situation, every member is involved and willing to put in their time and energy to maintain and improve the association. Therefore, it must be made sure that members feel appreciated so that they stay motivated. To achieve this the policy plan highlights ways to encourage students to not only become a member but also to become and stay active.

3.2   Members

3.2.1 Current situation

During the year 2021, U-BASE reached a total of 381 members, ranging from Bridging programs (BP) to Building Engineering (BE) & Structural Engineering (SE) and from Dutch students to international students. The main moment of the year when new members join the organization is during the Introduction Days, where U-BASE organizes a range of different online and offline activities as well as promoting some upcoming activities. Members pay a fee of 10 euros per year for subscription and their bank account information is requested to make this an automatic payment, as well as future payments for events and turfs from the BASE. Statistics regarding the growth of U-BASE in 2021 can be seen in the table below.

Total number students starting BE and SE 2021/2022	162
Total number of new U-BASE members subscribing during ID	72

	Total Number of Members	**New Members**					
		Number	**% Dutch**	**% International**	**% Bridging programs ***	**% Building Engineering***	**% Structural Engineering***
2021-2022	381	115	64.3 % (74)	35.7 % (41)	3.5 % (4)	29.6 % (34)	63.5 % (73)

*remaining percentage of students is formed by bachelor, pre-masters and other tracks

3.2.2 Goals

Maintain the number of active members

Active members are the core of U-BASE, everything that is done is done for and because of them. To grow as an association, the number of active members needs to at least remain the same as last year to be more attractive to possible sponsors and to be able to remain the dimensions of the events.

Maintain a fair amount of Dutch members

Even though U-BASE is an international association, maintaining the number of Dutch members is important for the long-term growth of the association. Dutch students are more likely to become active alumni or friends and facilitate the connection to some major sponsoring companies. However, establishing a fair amount of active Dutch members has proven to be hard. The goal is to encourage Dutch students to join and make them interested in joining U-BASE committees.

Availability

U-BASE's goal is to support students and always be available for them when it is needed.

3.2.3 Means

Maintain the number of active members

- Every quarter we aim to organise at least 4 events, ranging from a variety of different activities like social, professional development and education.
- Organize an appealing Committee Interest Drinks event, to engage more members into the committees since they are more likely to become active members.
- Keep the BASE clean and organized for people to hang out.

Maintain a fair amount of Dutch members

- Making U-BASE a known organization to bachelor and bridging students, so that when they transition into their master program they already know of its existence. This increase can be achieved by promotion at bachelor graduation events (the BEP talk), by promotion via the bridging program WhatsApp group and by promoting during the introduction for the bridging program students on the first day of the academic year.
- Actively reaching out to Dutch students during the Introduction days and the period afterwards to ask if they want to join a committee.

Availability

- Create an open environment where students are willing to help each other and encourage students to speak up if they need some advice or help.
- Make sure that the glass brick with the free coffee card is available to students. That will create interaction between students and invite them closer into the association's community where they can seek support.

3.3   Alumni

2.3.1 Current situation

Being a 6-year-old association, U-BASE doesn't have many alumni and friends. After graduation members have the opportunity to join the alumni network or become a friend. Starting from 2016, at the beginning of the year, an alumni event has been organized to thank the alumni as well as maintaining the U-BASE spirit among old members.

2.3.2 Goals

The main goal is to increase the number of active alumni members and make the U-BASE experience more appealing after graduation. Active alumni should increase the number of friends as well.

2.3.3 Means

Alumni Event
- A big alumni event will be organized inviting all existing alumni members.
- The event will focus on connecting alumni members both between each other and with the current activities happening within U-BASE, a presentation on last year´s achievements will be given as well as an overview of big events during the year at which they can attend.

Graduating and contact information
- Graduating students should be approached and informed about the alumni network.
- Graduation presentations should be advertised in the BASE and the website so that current members can attend the presentations.
- Students who graduated should be approached and asked for their correct personal information and be invited as a friend.
- As a show of gratitude for the active participation within U-BASE, all graduating active members that notify any member of the board about their upcoming graduation will receive a graduation gift – wine and beer opener. Active members will be defined as members who were part of a committee or a board. If any old board member is invited to fellow active member graduation, they are encouraged to notify the current board and hand out the gift themselves.

Creating an active alumni database
- Keeping track of alumni members who still want to be involved with U-BASE. This can be done by sending them the alumni newsletter and (if becoming a friend) U-Profiel.
- By engaging active alumni could potentially lead to friends, connections with companies or maintain their active status.

3.4   The BASE

3.4.1 Current situation

The BASE is the meeting point of our association, the place where members go to have a break from studying and have a coffee. The free coffee card can be found here as well as some paid drinks, fruits and snacks. To have a break there is a couch, table, and darts board. The BASE is also used for the board and committees working area; however, personal studying is not ideal.

2.5.2 Goals

The BASE is an important part of U-BASE identity, which is why it should always have a relaxed and inviting atmosphere. The main goal is that all members should know its location, always feel welcome and it should be their first choice to have a break.

2.5.3 Means

- Introduction to the BASE should be done during Introduction Days so that all new members know its location.
- Provide appealing (fresh) fruit and snacks, with a wide variety to reach more people.
- The free coffee card should always be available during working hours to everyone.
- The door to the BASE should always be open during lecture hours.
- A board member should be present at the BASE the most as possible, their time in the BASE can be used to work on U-BASE pending work. Personal studying should not be encouraged to be done in the BASE given that a more relaxed ambience is expected.
- English should always be the main language in the BASE.

4. Connecting U to education
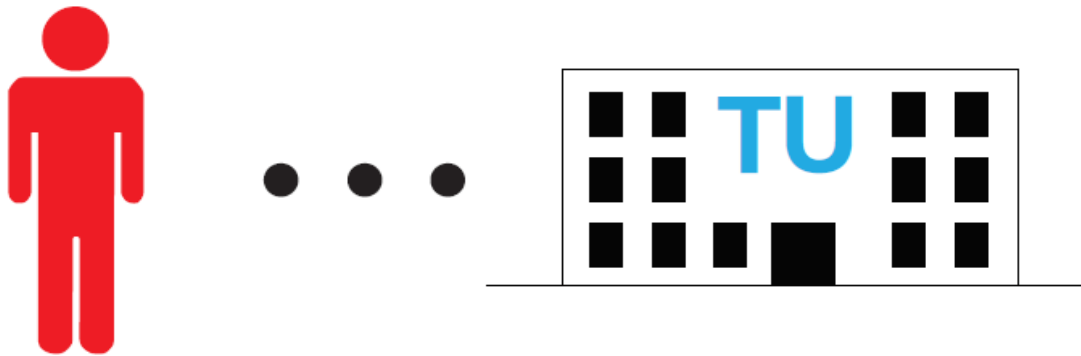
4.1 Introduction

We believe education should always be treated as an integral part of the association. Students should have the feeling that the association is there to help them by giving useful information related to their studies and convey complaints and comments about education to the professors and the faculty. Both students and professors should regard U-BASE as reliable and trustworthy. In that sense both the association and the professors can cooperate and become closer partners in the continuous effort to improve the education of our university.

4.2 Communication of changes in the educational system

4.2.1 Current situation

U-BASE takes the responsibility to act as the intermediary between the faculty and the students. This is especially relevant when it comes to the sharing information related to changes to the Education system.

4.2.2 Goals

- Students are not hindered in their studies due to logistical issues and keep to the schedule of graduating in two years (if they desire to)
- Students are aware of the current education situation with regard to:
  - Courses available each quarter
  - Professors available for research
- Receive student opinion of the courses and transfer to the faculty

4.2.3 Means

- Create a U-BASE booklet that holds all current education procedures and course requirements
  - Give these booklets to new students during the Introduction Days
  - Use the website to host a digital version of the booklet (for both SE and BE)
- Gather information from the students (with Education Committee) about educational issues and handing them over to the faculty during the course evaluations.
- Keep students engaged in the feedback loop by showing the changes that are being made because of the input.
  - Do this via the U-BASE's promotional channels, and potentially an article in U-Profiel.

4.3 Aiding students next to their studies

4.3.1 Current situation

The educational side of U-BASE is currently disconnected from the actual association. A lot of the activities connecting U to Education are happening behind the scenes (apart from the CCB's). The events that are happening on this side of U-BASE are also not clear for students that are not part of the association. We want to publicize educational events to the members of U-BASE even if they are less attractive to the students initially and update the students on what is going on behind the scenes.

4.3.2 Goals

- Provide educational workshops to help students with their studies, e.g. tutorials on software.
- Publicize educational activities.

4.3.3 Means

- Organize workshops with the help of the Education Committee. Focusing on software that is helpful to students.

- Inform people about educational activities through WhatsApp and Newsletter. Use the Education Committee to carry the weight of promoting by encouraging conversations between the committee members and their peers.

4.4 Course Evaluations

4.4.1 Current situation

Organization of the course evaluations have been successful over the last years. We have received many positive comments from both students and teachers, expressing the desire for us to continue with this system of evaluation (separate meetings with both students and teachers for a selected set of courses).

4.4.2 Goals

- Hold the course evaluations each quarter and uphold the high standard previously set.
- Cover all courses that need review.
- Have representative response groups.
- Evaluate courses with a different method if the traditional system does not apply.

4.4.3 Means

- Divide the courses into manageable groups that can be evaluated concurrently.
- Create groups of students that are representative of the student body's diversity with regard to nationality, gender, track, and specialization.
- Organize two more groups made up of 2nd year Structural students and 2nd year Building students in Q1 to evaluate Q4 classes from the previous year.
  - The meetings will take place around the 4th week of the 1st quarter.
  - The old Education Committee should help with these evaluations.
- Organize two groups made up of 1st year Structural students and 1st year Building students respectively. This group will evaluate the courses of Q1-Q4.
  - The response group meetings will happen in the 2nd week of the following quarter.
- After conducting the course evaluations, in the following weeks arrange meetings with professors.
  - These meetings will be grouped per year and per Master track.
  - In the meetings we will discuss the comments made by the students.
  - The meetings will be attended by the Commissioner of Education, the Chairman of the Education Committee, and if possible, a member of the Team of Education Quality.
- For courses where there is a small number of students, separate measures need to be taken to ensure that those students also are heard.
- Surveys will not be used, but a more informal review of these courses could be done. The proposed idea is to attempt to do a "live" evaluation where an education committee member would attend one of the last lectures to these small courses. Anonymous feedback would be collected, in a "Slido" fashion.

5. Connecting U to companies
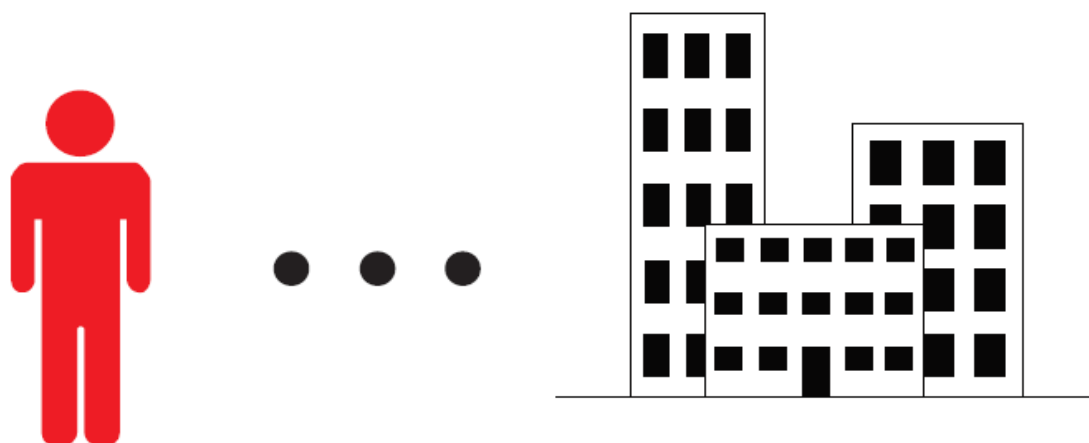
5.1   Introduction

Partner companies are a vital part of U-BASE. With their help and necessary funds, we are able to organize great events and activities, these events and activities improve the bond between members of U-BASE and thus are an important part for our association. Moreover, do these activities provide our members great networking opportunities.

Every member of U-BASE should be able to identify themselves with one or more of our partners, in this way they are able to set up a relevant network with professionals. This means U-BASE must acquire partners that employ both Building and Structural engineers. A great part of our focus is to maintain our relations with the current partners, but it's always possible to contract new ones.

5.2   Acquisition

5.2.1 Current situation

Acquisition is extremely important for U-BASE. Acquisition is not only of huge financial significance; it also enables the members of U-BASE to get in contact with possible future employers. With founding U-BASE by the merge of U-Dispuut, Betondispuut and CST-Dispuut the scope has been broadened and the partners of U-BASE must since then represent all students from Building and Structural Engineering.

5.2.2 Goals

Acquisition must be enough to cover the expenses of U-BASE. Companies must pay a fair amount for their activities but it is not our goal to make a lot of money.

5.2.3 Means

- Maintain a good relation with the current partners.
- Sell our association as something valuable to the companies since we offer them a link to the students.
- Inform and invite partners about interesting activities of U-BASE, e.g. Value of Design and Company Dinner or other events.
- Fit the number of activities in the contracts with the partners to the capacity, the number of activities we can with our partners is limited.

5.3 Career page

5.3.1 Current situation

One of the main parts of the Master study at the TU Delft is a graduation project, and for some of the students an internship as well. Therefore, U-BASE provides a platform for students to get to know companies. Most information about partners is published on our website and sometimes on several promotion boards at the faculty.

5.3.2 Goals

We want to make sure that Master students who need information about graduation projects, internships or other company related information, know that U-BASE offers this sort of information and where they can find it. We should provide a high quality, up-to-date platform, with information about companies like, who they are, their market sectors, capabilities, subjects you can possibly do for graduation etc.

- Give partners sufficient exposure throughout the year to all members depending on their contract
- Have a functional and frequently updated page
- Organize a multicompany-event for networking

5.3.3 Means

- Make sure students know about our partners and possibilities for internships & graduation by promoting through email and WhatsApp.
- Make sure graduation and internship topics are renewed frequently. This entails also reminding companies about the platform (the ones with a Website Plus package)
- New internships and graduation topics can be communicated through our channels.

5.4 Company dinner

5.4.1 Current situation

The idea of a Company Dinner has been introduced by the first board of U-BASE and since then it has been a yearly event. During the company dinner we have a nice night together with around 6 companies and 25-30 students.

5.4.2 Goals

The goal is to create and offer a setting in which students can have informal contact with the companies of their interest. Student will get to know some companies and what they have to offer. This must create value for students to decide to do an internship or graduation work at such a company. In addition, it will generate some extra income during the year. Arrange companies from different sectors, as well as engineering firms, consultancy firms and contractors.

5.4.3 Means

- Contact both current, potential new partners and last year's partners for their interest in the Company Dinner. By doing this we may attract new partners for the association.
- Make a planning and white book for organizing a Company Dinner.
- Be careful with the number of companies as there are only three courses and students can therefore only pick three.
- Think about organising a second company dinner, or another company event; last year they ran a Marathon, maybe this year another sports event, or Company Speed Date sessions.

5.5   Companies & Education

5.5.1 Current situation

Currently there is not always a very good connection between company related activities and education. The action committee organizes almost all our activities with companies and the education committee is not involved in this. In the current situation the "external" is mostly involved in an early stage regarding the topics or the setup of our events, for example when a company is about to do a lunch lecture the "external" will have a meeting with them and during that meeting the topic of the event will be arranged. Whenever the event is set on the agenda and approaching in time, the action committee mostly takes over the contact with them and arranges the final things.

5.5.2 Goals

- Make sure there is a good connection between company related activities and education. This is of influence on the number of participants attending lunch lectures and excursions.

5.5.3 Means

- Explicitly request the companies to tune the subject of the excursion/lunch lecture to the courses given in the specific quarter.
- Explicitly request companies to use English whenever possible so that all of our members can join events.

5.6   Companies and Committees

5.6.1 Current Situation

Committees are responsible for rounding up their own budgets, for instance by acquiring acquisition. To get sponsors, committee members can contact companies by e-mail or phone or by approaching them during an event like the "Concreteday" *(betondag)*. When committees need to find the sponsors, they need to search for other companies than our partners, if they want to use our partners, they need to ask the External Relations commissioner if that is possible since he/she is the one who controls that information.

5.6.2 Goals

Make sure that committees know how to approach companies and what kind of rules we handle. Make sure that every new sponsor contact will be documented in the company system on the website and in to the company contacts file on the drive. This is useful for more focussed contacting of sponsors in the future. For instance, when a company addresses their interest in a committee, but their budget for this year is already made up, the company can be contacted next year again.

5.6.3 Means

- Committees must know that contacting companies that are already a partner of U-BASE is only allowed if the external relations commissioner gives them the permission to do so.
- Make sure that every "external" of the committees will always have an updated insight on the companies they can approach.
- Maintain the company contact document on the shared drive that is accessible and attachable for every commissioner of external affairs of every U-BASE committee.
- Let committees document all relevant data in terms of contacted companies and partners. This includes: whether the company is one of our partners, when the company is contacted, what committee contacted the company, also make notes if they show any interest in other committees or in the main association for the future.
- Make sure a company is not contacted more than once every two weeks, because also companies that are not our partners should not feel bothered by us.

5.7 Partner contracts & sponsor packages

5.7.1 Current situation

Currently there is an overview of the current partners, old partners, contracts, old contacts, obligations, and finances. This information is stored on the personal drive of the external relations commissioner. Next to that we have two different brochures for the partnership packages, from which one is Dutch (mainly used) and one in English. But although most information is stored correctly it's not clear whether our contracts comply with legalities.

5.7.2 Goals

- Have an overview of the acquisition activities at any given times.
- Prizes of sponsor packages must be fair and equally distributed.
- It should be clear what the current state of a certain contract is (not signed, single signed, double signed).

5.7.3 Means

- Maintain an overview of all partner contracts in a general file. This file should also contain folders with the contracts of previous years and should also include (old) partners, from the Betondispuut, U-Dispuut and CST-dispuut.
- Make sure the file is always a complete document which can be found in the Google Drive.
- Maintain structure in the file and sort the companies on their contributions.
- Store hard copies of contracts in a folder at the BASE as backup.
- Prices have to be consistent, there has to be room for some negotiations, but it should be fair to other companies. Communicate with the committees about this as well.
- Make strict contracts with clear conditions, e.g. if a lunch lecture is cancelled one day in advance and the lunch has already been ordered, the company must cover these costs.

6. Organisation
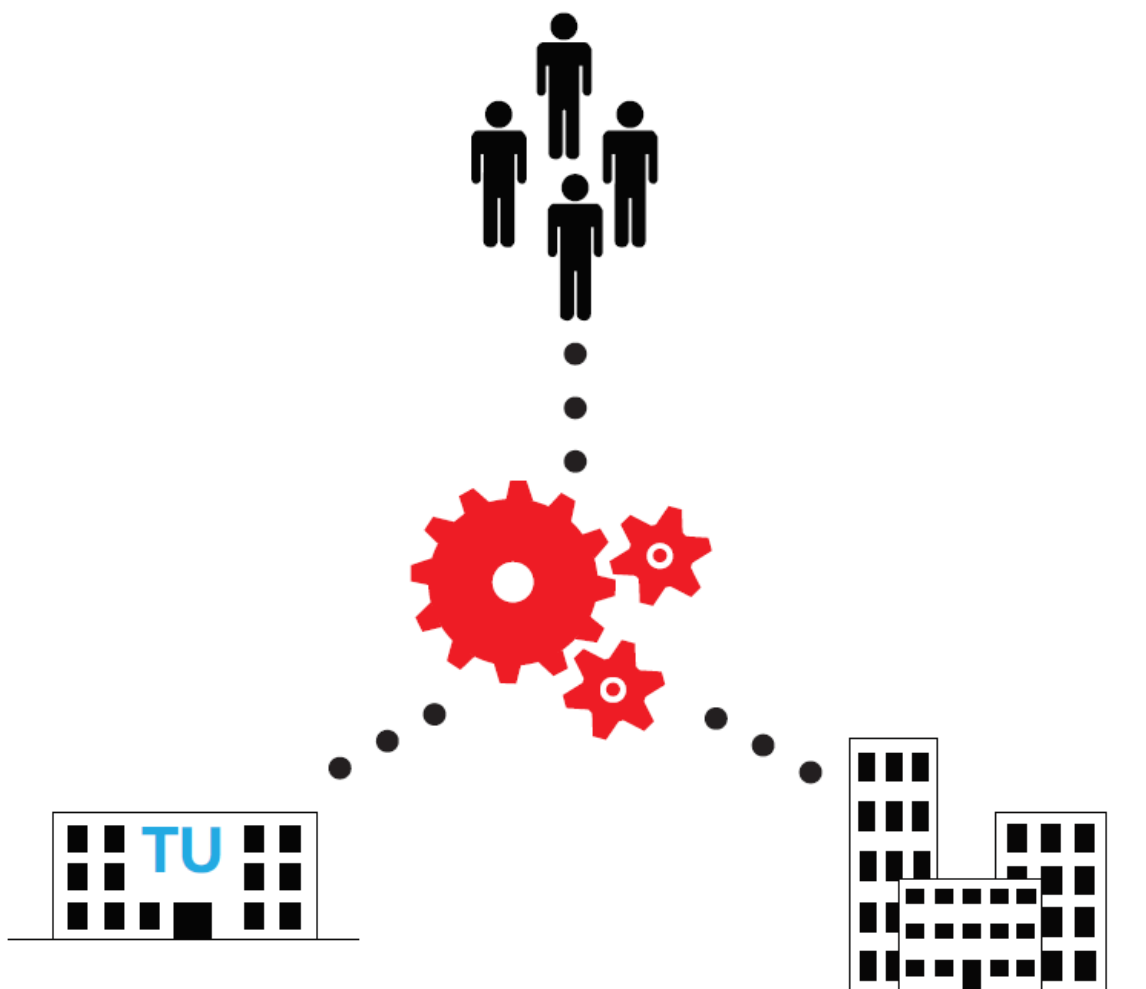
6.1 Introduction

Having an efficient and professional organization is one of the key elements to build and maintain a good foundation for the association. This is necessary in order to make sure that U-BASE remains a steady association for many more years. The work done by U-Dispuut, Betondispuut, and CST Dispuut laid a good foundation to start from, and the first boards of U-BASE took that and created a great association with more active members every year. Each board should strive to maintain and improve all of the qualities that make U-BASE so appealing and successful, and this chapter of the policy plan will focus on how the current board will ensure a good organisation of the association.

6.2 Finances

6.2.1 Current situation

Keeping track of the finances is done in the bookkeeping software E-boekhouden and in separate excel overview budgets. The budgets are based on a dedicated excel template, which is used by the treasurer of every year (and committee treasurers).

U-BASE has grown exponentially and every year, U-BASE's cashflow becomes bigger. Therefore, the question is raised if the financial structure is future proof and whether or not it should be revised. Also, it is not clear if U-BASE does everything 100% as it should do according to the law. Because of theses growing member numbers, cashflows are also ever increasing. However, some events have not had increased participant numbers whilst receiving an expanding budget over the years. An example is the ST committee

Since U-BASE is an ever-growing organization, the provisions of the upcoming years will have to be revised. Events with growing participant numbers, have not seen growing budget allocations. On the other hand, some budgets are ever increasing, whereas their number of participants is not. This is unfair to previous years and other committees/activities which actually do have increasing participation numbers.

6.2.2 Goals

1. Keep a fair and proportionate budget allocation
2. Future proofing the financial side of U-BASE
3. Check if everything goes according to legislation.

6.2.3 Means

1. Keep a Fair and proportionate budget allocation

It will be investigated whether some budgets need more money, simply because U-BASE is growing, whilst other budgets (with fixed participant numbers) should be frozen. A document will be made with the results of this and in which decisions about the budget will be written down.

2. Future proofing the finances

In order to cope with future uncertainties (such as number of new members and amount of sponsor money) the equity of U-BASE is going to be increased.

3. Legislation

With a growing organisation, the risks will also become larger. Therefore, we will look into insurances to cover these risks.

Secondly, the legislation for a 'stichting' should be continued to be monitored.

6.3   Sustainable association

6.3.1 Current situation

U-BASE does several things to try to be sustainable. Meetings are paperless, U-Profiel is printed on sustainable paper, one-time use wooden cutlery is used in the BASE, reusable cutlery is used at events. Different waste bins are available in the BASE. At the last study tour (2019) U-BASE offered to double a CO_2 compensation if participants were willing to pay for compensation.

6.3.2 Goals

The main goal is to act as sustainable as possible, without opposing the problem to students aggressively or let the quality of the events be affected. The specific actions that U-BASE takes towards a more sustainable operation will hopefully incentivize students towards a more conscious use of resources.

6.3.3 Means

General measures

Continue with measures taken in previous years, such as:
- Paperless meetings
- A preference for reusable items and as least as possible one-time use supplies and plastic waste
- Reduce the amount of meat at events.
- Use as environmentally friendly as possible transportation

Committees

Committees should be supported in being creative themselves regarding sustainability. This is made possible by offering a possibility to obtain a subsidy for more sustainable alternatives.

7. Promotion

7.1   Members

7.1.1 Current situation

U-BASE offers different types of activities throughout the year, which all promote the association in various ways. The Introduction Days are the first interaction with U-BASE for the new master students. It is a major event when U-BASE gets most subscribing members. Following the Introduction Days are the Committee Interest Drinks. At this event all the committees within U-BASE present themselves and recruit interested new members to join their committee. These committees are the essence of U-BASE and they work together to achieve different goals for the association. Lastly, the Monthly Members Drinks are monthly events for all members to gather and socialize.

7.1.2 Goals

The above events are quite effective in their intended purposes. The goal is to successfully implement them and execute them to keep an active interest in both new and existing members.

7.1.3 Means

- Promote Introduction Days through PS bachelor association to make third-year bachelor students aware of the event and become familiar with U-BASE.
- Promote these events through U-BASE website and social media.
- Keep an outgoing approach and actively engage with members so that the new students feel welcomed.
- Have active/past members present and share their experiences during committee interest drinks. This helps the members get a good idea of what to expect from each committee.
- Present in a standard format the expected workload, expectations from each committee during the Committee Interest Drinks.
- Actively promote about events on the website, WhatsApp group and Instagram.
- Maintain and promote an updated calendar for all members to keep them aware of all activities.

7.2   Committees

7.2.1 Current situation

Committees organize their own activities, such as the coffee and cake break (Education Committee) and lunch lectures (Action Committee). In addition, the committees are responsible for promoting their events individually. To keep the look of the association, this is usually done on using U-BASE house style templates.

7.2.2 Goals

- Keep the association promotion in U-BASE house style to maintain consistency and high-quality standards in promoting events.
- Improve the interaction with Media Committee and of this with other committees by assisting with promotion materials.

7.2.3 Means

- The commissioner of promotion is responsible for promoting events on the website and social media platforms (WhatsApp, Facebook, Instagram, Linked In).
- Engage Media Committee to handle the U-BASE house style templates.

7.3 Promotion materials

7.3.1 Current situation

U-BASE has some material used to promote the brand among members, alumni, and partners.

7.3.2 Goals

- Members should be aware of the material available for purchase at the BASE.
- All members data should be up to date.

7.3.3 Means

- Merchandise.
- Gifts.
- U-BASE house-style.
- Business cards

7.3.4 Merchandise

Merchandise is a great way to promote the association. Having the logo printed on all different items gives a boost to the branding of U-BASE. For this purpose, U-BASE currently has some items for sale available at the BASE. The following articles are for display:

- U-BASE ties.
- U-BASE pins.
- U-BASE reusable coffee cups.
- U-BASE reusable water bottles

7.3.5 Gifts

During certain events, the U-BASE brand is promoted through gifts for members. For graduates, that were actively involved, there is a small U-BASE gift. This is a package which includes a bottle opener and a piece for pouring wine. Active members will receive this from the board of U-BASE after their graduation presentation.

For U-BASE members, Christmas cards will be sent before the Christmas break.

7.3.6 U-BASE house style

Having a house style is important to keep a consistent layout in promotion. Gill Sans MT Pro is our standard font type and the colour code for U-BASE red is #E21718 (RGB 226,23,24).

The U-BASE house style must always be taken into account. While the commissioner of Promotion will be responsible for maintaining consistency in promotion, the Media committee will help in creating standard formats for different promotion for committees.

7.3.7 Business cards

Business cards are important for the promotion of U-BASE with companies or people from outside the university area.

7.4 Promotion strategy

The website is the main channel which is the place for members to enrol and find all the information regarding U-BASE activities and news. In addition, other social media are used to promote U-BASE activities such as WhatsApp, Facebook, and Instagram. Also, posters are hanged throughout the faculty.

Each promotion channel has its own target audience and thus serves its own purpose. Every social medium has a different timeframe when to start. This is further developed in the Public Relations and Promotion Whitepaper.

Alternatively, lecture pitches can be given, depending on the urgency of the activity or its relevance to the students and lecturers.

8. Committees

8.1 General committee policy

8.1.1 Current Situation

Committees form an integral part of U-BASE and are of major importance. They are stand-alone, self-organised entities within the association under the supervision of the board. Within each committee, at least one board member will be fulfilling the position of Qualitate Qua (QQ). This function is to create a link between committees and the board for proper cooperation.

There are 7 committees that can be joined by interested members. In general, each committee starts in Q2 and ends after Q4, where each year every committee starts fresh. Except the U-Profiel committee, which is a continuous committee with joining and leaving members throughout the year, and Action, which continues in Q1 of the next year. The committees that can be joined by members are:

- Action Committee
- Education committee
- Concrete Canoe Race Committee
- Media Committee
- Study Tour Committee
- U-Profiel Committee
- Value of Design committee

At last, there is also an Audit Committee which consists of old active members, old board members and at least two board members. Although it has no legal rights, the committee checks financial transactions of the association and quarterly meetings are used for long-term policy, general reviewing and 'sanity' checking upon big matters/plans/changes being made by the board.

8.1.2 Goals

It is important to have active, motivated, and well-performing committees to ensure the high-quality U-BASE always has been delivering.

8.1.3 Means

- Mandate committee clothing to increase the visibility of the committee
- To start committees efficiently and preventing reinventing the committee tasks/workflow there should be a white paper available for each committee which gets improved yearly based on experiences (good and bad ones).
- Committee members should state their own goals and responsibilities besides the ones (in)directly imposed by the board. This will ensure that the committee will be motivated, and new ideas can be developed.

8.2   Action committee

8.2.1 Current situation

The Action Committee is one of the major committees within U-BASE. It is responsible for organising a wide variety of events in name of the association. Fully organising these events include promotion, contact with companies and budgeting.

8.2.2 Goals

The Action Committee has two main goals covering both the business and the social aspect of U-BASE:

1. Connect students to companies. This goal can be achieved through cooperative events with partner companies such as lunch lectures, workshops, or excursions.

2. Connect students to students. Creating a strong bond be between students is beneficial for the social wellbeing. This goal can be achieved by social events such as sports, pub quiz, dinners, etc.

The ideal situation is to organise attractive, interesting, and unique activities that are planned well with respect to the lecture scheme. It requires structured preparations, a proper distribution in time and a proper balance between too less and too many activities. In this manner it will keep the members of U-BASE active (willing to commit to U-BASE and motivated to regularly join activities).

From experience, it is proposed that every quarter the following events are being organised: one excursion, two lunch lectures, one major social activity and one minor social activity.

From traditions the major social activities in the second and fourth quarter are fixed, the ChristmUs dinner and U-BASE Table Tennis Tournament (UTT) respectively. In 'normal' years, the committee can execute the events to their own likings, but it is not allowed to change the roots of the event.

8.2.3 Means

- An effective promotional system should be established to reach as many students as possible. In practise this will require close cooperation of the Commissioner of Promotion of the board and the Media Committee.
- Active role on the contents involving external partners. The committee should actively ask for i.e. speakers, (alternative) topics for lunch lectures, construction phase of projects to ensure the events will be interesting to attend and are on the same level with student's knowledge.
- Coordination and cooperation with the Study Tour Committee for lunch lectures and excursions, if the Study Tour takes place this year.

8.3   Education committee

8.3.1 Current situation

The Education Committee is responsible for holding course evaluations, hosting CCB's, and in general be invested in keeping the quality of education in the faculty at a high level. The goal of the association is to have every course in Building and Structural Engineering at least once every three years. Courses that traditionally needed more attention have been evaluated once every year. This trend will continue, especially with the sharp transition into full-online instruction for many classes. The last essential concern of the Education Committee is to keep the Collegerama recordings up to date, which the Committee will continue to do.

8.3.2 Goals

- Hold quarterly course evaluations
- Investigate whether the agreements from the previous year's course evaluations are applied to the current year's courses.
- Collect student and professor feedback and organize it to pass on to future years of the Education Committee.
- Promote the Education committee to the department and the association as a whole.
- Host a CCB each quarter.

8.3.3 Means

- All meetings on evaluation of a course should have a point of the agenda concerning past evaluations. This is to ensure that we have accountability.
- After the evaluations of Q1-Q3 (which is in the middle of Q4), a closing lunch will be organised to get input from professors on how to improve as an Education Committee.
- At the start of Q1, there will be a lunch to evaluate Q4 courses. Every Committee member will host a smaller discussion about specific courses, general course planning etc.
- Compose an in-depth article at the end of Q2 to be included in U-Profiel. This article will be focused on a certain aspect of the Education Committee and will be decided in Q1.
- Updates to the educational process will be added to the Newsletter.
- Try to have a fair representation of students in their 2nd year of their Master's in the Education Committee. This will ease the process when starting out.

8.4 Concrete canoe race committee

8.4.1 Current situation

The participation of U-BASE as a representant of both the association and TU Delft at the BetonKanoRace (BKR) was introduced in the academic year 2015-2016. Ever since there has been a committee every year participating with one canoe. Acquiring the knowledge and experience required is a process that takes years, however, in this process U-BASE has managed to gain 5 prices, including best quality and 3rd place on the mix 100 m race in 2018-2019. Last two years 2019-2020 and 2020-2012 the race could unfortunately not continue due to Covid-19.

and at this moment it is still not sure if we as a committee are able to do tests and work in the StevinLabs.

8.4.2 Goals (still under construction due to uncertainties and few registrations)

Creating a new design for the futures canoes.
For many years the same Canoe mould is used for casting the canoes. To be able to compete in the future editions in speed and design we need to have a new mould. To order a new mould, a new design has to be made. In 2020 a parametric design study was started and the goal is to continue this project and finish it in the next committee.

Find a permanent spot for the canoes
Storing the canoes in the laboratory has been a problem in the last years. In order to store old and future canoes, a permanent spot where the canoes can be kept in their frames needs to be established. This has been a challenge over the last years, but we will continue to search for such a space.

Work on the planning/proposal to host the BKR (betonkanorace) in 2023
Already back in board 4 an investigation was started to host the BKR someday in the near future in Delft. The Betondispuut (Delft) organized the first European concrete canoe race back in 1977, and the last time it was hosted in Delft was in 2011. It would be great to host it again in May of 2023 because hosting the race would generate lots of great PR for both the university and U-BASE, and the event would be great fun to participate in for our members.

8.4.3 Means
- Have 2 positions within the committee in charge of the parametric design of the new canoe (mould);
- Form a committee with 9 members including with the following positions: Chairman, Treasurer, Chief of External Relations, Chief of Logistics, Chief of Manufacturing, 3 Chiefs of Design (2 Mix Designers and Frame Designer) and QQ;
- Whit the installation of the new committee it's very important to arrange lab access with the faculty, this needs to be done by the chairman/president;
- Contact lab personnel as well as concrete section professors in order to maintain our relation and also to establish a permanent spot where the canoes can be stored during the year;
- Continue to work on the plan/proposal for the hosting CCR in 2023;

8.5   Media committee

8.5.1 Current situation
The media committee is the newest committee of U-BASE and has successfully completed two years. It is responsible for taking pictures and videos on all events that U-BASE has throughout the year. The committee later sorts and compiles the pictures and videos into slideshows and recap videos to present them on the U-BASE website and other social media platforms for all members and companies to see. The committee is a valuable asset in helping the promotion and appeal of U-BASE.

8.5.2 Goals
- Make the media committee more approachable to other committees in developing their promotional material both for printing and digital formats for posting online.
- Make sure at least one member is present at a every U-BASE event.
- Back-end team should be able to operate Adobe or other professional post-processing software.
- Set a clear schedule for post-processing pictures and videos to upload pictures on the website no later than two weeks after each event.

8.5.3 Means
- The front-end team will comprise of members who are responsible to be present on all U-BASE activities to take pictures and videos.
- The back-end team will comprise of members who are responsible for sorting out and post-processing pictures and videos to be presented on the website and social media platforms.
- QQ will maintain a ledger and distribute the work equally amongst all members of the committee.
- QQ will establish (with accordance of the committee members) two schedules: one for the front-end-team and another for the back-end-team.
- Deadlines will be set as per the priority of events for sorting out the media and respective publishing of the event. In general, this process should not take longer than two weeks, unless specified otherwise by the person in charge.
- The committee will have brainstorming sessions to come up with new creative templates to achieve the consistent promotion of U-BASE.
- Shooting photos or videos on either the U-BASE camera, personal camera, or phone.
- Assign one committee to each member of the Media Committee to have direct communication and knowledge of things that need to be promoted (to be decided in accordance with members). In the event of a committee not having an assigned media member; the QQ of the media committee should be contacted by other committees in order to promote their events. The QQ will assign a media committee member for the task and check the material before posting it online.

Since the Media Committee mainly focuses on covering U-BASE events, this academic year (2020-2021) the committee will have to adapt to the different ideas and activities planned by other committees or by the board. It will be crucial to have good communication with other committees to be able to promote U-BASE in the best way. Thus, starting this year the media committee members will have assigned a committee of their choice which they will keep close contact with to be aware of their needs in regard to promotional material.

8.6   Study tour committee

8.6.1 Current situation

Each year the study tour committee organizes a two weeklong trip to a location outside of Europe, intending to visit different construction projects, companies and universities while exploring different cultures.

The trip is partly sponsored by external companies and the U-BASE budget, so the remaining cost is covered by the participants. The average number of participants chosen for the trip each year is 26 including the current board, the organizing committee, and a professor from the faculty.

8.6.2 Goals

Plan and execute a successful trip

The location of the study trip is chosen based on the number of opportunities a city has to offer in terms of civil engineering projects, cultural activities, and social activities. A successful trip will be considered one in which participants get to absorb the essence of the city and the civil engineering opportunities that they have to offer while getting everyone back home safe. To guarantee the success of the trip the committee will do in-depth research of all possible locations, considering for example safety, easy transportation, daily cost/expenses.

Evenly redistribute the left-over money

The budget of the study tour is divided into four categories, allocated U-BASE budget, external sponsors, and payment from participants. The committee's responsibility is to create an estimate of the full cost of the trip, as accurate as possible with room for unforeseen eventualities. Usually, after the trip is finalized there is left-over money mainly coming from the allocation of the unforeseen reservation. The goal is to fairly redistribute the left-over money. A separate leftover money policy exists where the exact rules for this redistribution can be found.

Reward U-BASE participation on the selection criteria

One of the main goals of an association is to have as many active members as possible, and the best way to encourage this is by rewarding active members. The selection criteria for the participants of the study tour will be divided into two categories, U-BASE participation and motivation letter. All members will be encouraged to apply and have a fair chance to join the trip, however, a higher weight will be given to U-BASE participation, to comply with the general goal of the association.

8.6.3 Means

Plan and execute a successful trip

- The research for the optimal destination will start in Q1, where all the committees desired destinations will be explored and narrowed down to a list of top 5.
- The final location will be chosen in early Q2.
- By the beginning of Q3, the plane tickets should be reserved. And reservation of accommodation should be in progress.
- When Q4 starts participants should be already chosen. Final details like a clear schedule and communication with TU Delft should be arranged.

Evenly redistribute the leftover money

The process for handling leftover money is described fully in the "Leftover money policy". In this section, a brief explanation of the main aspects of leftover money concerning the Study Tour is stated.

- Have very in-depth research at the costs of each specific section from the trip, such that the left-over money is reduced to only the unforeseen reservation.
- The left-over money will be divided into four main categories based on the percentage of the budget that they represented.
- The left-over money from the U-BASE budget and external sponsors will go back to the association.
- The left-over money from University Funds and payment from participants will go back to the U-BASE fund and can be used to organize reunion events.

Reward U-BASE participation on the selection criteria
- The selection criteria will be divided into U-BASE participation and motivation letter, U-BASE participation will weigh 65% and motivation letter 35%.
- The motivation letter will be graded anonymously by committee members.
- U-BASE participation will be assessed by the board, where a point system including participation in events and committees will be implemented.

8.7 U-Profiel committee

8.7.1 Current situation

The U-Profiel is a magazine that publishes three times a year. It is not only a link between U-BASE and its members but also between U-BASE and its sponsors, contributors, and alumni. The magazine informs about activities of U-BASE by the committees and contains articles and advertisements by companies. There has been an edition using sustainable recycled paper. This leads towards the sustainable goal of U-BASE.

8.7.2 Goals

U-Profiel is one of the most important promotional tools for U-BASE.

- Use more original sources for media
- Evaluate the sustainable edition
    - Have at least one article per edition focus on sustainability
    - Promote the online issuing of the magazine for those who are fine with it
- Maintain the quality of U-Profiel, so it remains a suitable promotion tool.

8.7.3 Means

- The U-Profiel is an ongoing committee, so the quality is maintained.
- Use more original pictures from members of U-BASE for the magazine, also in now activities are online and off-campus
- Minimum of three editions should be published a year.
- Hold photo contests for new cover pictures and promote talents in U-BASE.
- Credit the photos used in the magazine.
- Advertisements of companies in the U-Profiel as stated in the contract with the companies. Commissioner of External Relations of the board provides the advertisements
- Increase the interaction with the Media committee for high-quality pictures and maintaining a database of images either on the website or in a drive.
    - Have one person involved with both committees who is up to date on the required photos for the magazine
- Maintain a database of articles to avoid repeated articles

8.8   Value of design committee

8.8.1 Current situation

The Value of Design symposium (VoD) is a prestigious symposium that aims to provide Civil Engineering and Architecture students with insight into the relationships between engineering and architecture. The quality of the symposium and well-established name in the field of construction adds to its appeal and attracts not only students but businesses as well. The last editions have taken place bi-annually.

The start-up of the VoD has always been proven to be difficult. Every board should reserve an amount of money for the upcoming VoD, which can be used as a start capital for the committee. The full amount of financial resources gained through sponsoring is available for funding the symposium. If the VoD committee has attained an amount of sponsoring higher than the estimated initial budget, the board will request a maximum of 50% of these extra resources to be granted to U-BASE. The remaining resources will be added to the central financial savings account of U-BASE.

8.8.2 Goals

When looking into a symposium that will take place in two years: U-BASE aspires to provide a prestigious symposium, which is viewed as the flagship event of the association. Through providing an abundantly promoted, high-quality symposium, U-BASE aims to attract a broad audience with students from both the faculty of Civil Engineering and the faculty of Architecture. Besides students, businesspeople and TU employees should attend the event. This diversity will give U-BASE a prestigious status. In total, the aim should be at least 300 paying visitors. The symposium should have, besides a varied audience, a varied stage. This involves international speakers and female speakers. Besides that, the symposium should also aim to do varying events like a debate or workshops besides speakers.

Various discussions have been taken place over the years about collaborating with other student associations, but the conclusion is to keep the symposium as a U-BASE event. In this manner, the symposium is kept closely related to U-BASE. Also, it's important not to forget that the main sponsor is Arcadis, so there could be consequences. Involving committee members from Architecture is a hard job, but it has succeeded before and should be tried to prevent tunnel vision.

8.8.3 Means

- Focus on significant/interesting speakers.
- Collaboration with Architecture will enhance promotion at this faculty. Involving students from the faculty of Architecture is aimed at (one or two of the members).
- Committee members should be motivated, aware and available for a long period.
- Invite partners of the association and ask them to promote or maybe join the event.
- U-BASE should be highly visible at the event as the host.
- For the startup, only 1 QQ is needed, for the year of the event, 2 QQ's are recommended.
- Should avoid a situation that all of the committee members are Dutch.

9. Contact details

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