CHEOPS Vision & Strategy Document

Revised Version 2023, November 20

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Planning Pyramid

Daily

Weekly

Per Quartile

Yearly

3-5 Years

Forever

Forever

Schedule

Actions

Goals

Targets

Why / Vivid Description

Core Values

Vision Tetralogy

We offer all students of the Built Environment the opportunity to socially and professionally develop themselves by connecting them to the university, the working field and of course, to each other.

Vivid Description

BHAG

In 15 years, CHEOPS is known for her well educated, professional and social students, within the international built environment.
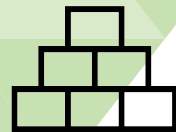
o Open to everyone

o For students, by students

o Work hard, play hard

Core Values

Core Qualities

o Enthusiastic

o Involved

o Diverse

o Enterprising

Core Values & Qualities

o Open to everyone

o For students, by students

o Work hard, play hard

o Enthusiastic

o Involved

o Diverse

o Enterprising

- CHEOPS is open to all students; bachelor and master and active and non-active members. We are open for questions, tips feedback and improvement. The students of CHEOPS are open minded, open to experiencing new things and meeting people.

- Everthing CHEOPS does, is done for and organized by her students.

- Collaboration is a vital aspect of CHEOPS, both within and apart from the study. In addition, having fun and socializing is an important aspect that should go hand in hand with the serious matters.

- CHEOPS members are enthusiastic and they can enthuse, motivate and stimulate others.

- CHEOPS, as well as her members, is involved with her students, their education and with the Built Environment.

- CHEOPS is there for the Built Environment students of all different years and disciplines. CHEOPS has a wide range of sub-associations and committees that operate in different fields and offer a diverse program of social and professional activities, to hand students the opportunity to both specialize and broaden their view.

- CHEOPS members take initiative, are active and are not scared to try new things.

Targets

2014   **2020**

Target 1
i. Clear and complete policy
i. Clear information structure
p. Professional network Built Environment
c. Drinks attended by diverse public

2020   **2023**   **2026**

Target 2
p. Activities promoted/supported by a coruse
c. All activities are well visited
f. Committed to working on prestige project(s)

Target 3
i. Synergy CHEOPS and the sub-associations
e. Clear and popular evaluation system
f. National news with prestige project(s)
p. Highly valued professional network
p. Effective alumni network

2026   **2029**   **2032**

Target 4
p. International network of companies and other institutions
f. Achieving international fame
e. Known for good education and satisfied students

BHAG
i. The board only has a management task
e. Top 10 of built environment studies in the world
p. Qualitative connection between students and CHEOPS's network
c. All students want to be part of CHEOPS and show that actively
f. Yearly in the news with prestige projects

Targets - Explanation

Categories
The sub-targets are divided in 5 categories:

c. Community
f. Fame
i. Internal
e. Education
p. Professional & Network

- Target
- Done
- Insufficient
- Progress

Community (c)
Target 1:
• The CHEOPS drinks are visited by a diverse and big group of active students, non-active students and staff.
Target 2:
• Without additional effort, all CHEOPS activities are visited by at least 70% of the maximum capacity with a mixture of active and non-active members.
Target 3:
Without additional effort, all CHEOPS activities are visited by at least 90% of the
maximum capacity by a representative group of the student population.
BHAG reached if:
• All Built Environment students feel included and comfortable at CHEOPS and want to take part in committees and activities of CHEOPS and are proud to show that they are a member. Additionally, CHEOPS facilitates a tightknit community between faculty, staff

Fame (f)
Target 2:
• Every year, CHEOPS is committed to working on prestige project(s) to gain publicity with.
Target 3:
• CHEOPS reaches a national audience with one or more prestigious projects each year.
Target 4:
• CHEOPS achieves international fame within the Built Environment
BHAG reached if:
• At least every year, CHEOPS is in the news with prestige projects.

Internal (i)
Target 1:
• CHEOPS has a clear …
…policy and all CHEOPS bodies are aware of their intended role in this:
- Long term plan: vision and strategy document
- Policy to secure continuity in finance, contacts
… information keeping structure in terms of:
- Archiving structure
- Database for monitoring activities
- Scripts and evaluations of all activities / bodies
Target 3:
• CHEOPS and the sub-associations work together in an effective and efficient way. The structure is effective and known and appreciated by all students of the Built Environment.
BHAG reached if:
• The board of CHEOPS is only occupied with management tasks and not with practical things that committee members can also do. The structure is efficient and effective.

Targets - Explanation

Categories

The sub-targets are divided in 5 categories:

c.   Community
e.   Education
f.   Fame
i.   Internal
p.   Professional & Network

- Target
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Education (e)

Target 2:
• The department and CHEOPS together have an evaluation system that works well and is known by all students. Students see the importance and a lot of them want to take part in the system.

Target 3:
• The course evaluations are filled in by a representative 30% of the students, discussed with teachers and communicated back towards students. With the help of the evaluations and student-teacher activities the collaboration between them is improved.

Target 4:
The Department of the Built Environment of the TU/e is widely known for its good education and satisfied students. Many students want to study here for the good education and great education supporting activities.

BHAG reached if:
• The education at our department is excellent and it is in the top 10 of built environment studies in the world. All students are satisfied with studying at our department.

Professional & Network (p)

Target 1:
• CHEOPS has a national professional network of at least 100 companies and/or educational institutions, documented well by a CRM-system.

Target 2:
• CHEOPS has a great relationship with faculty and staff. Half of CHEOPS's activities are promoted or supported by a course
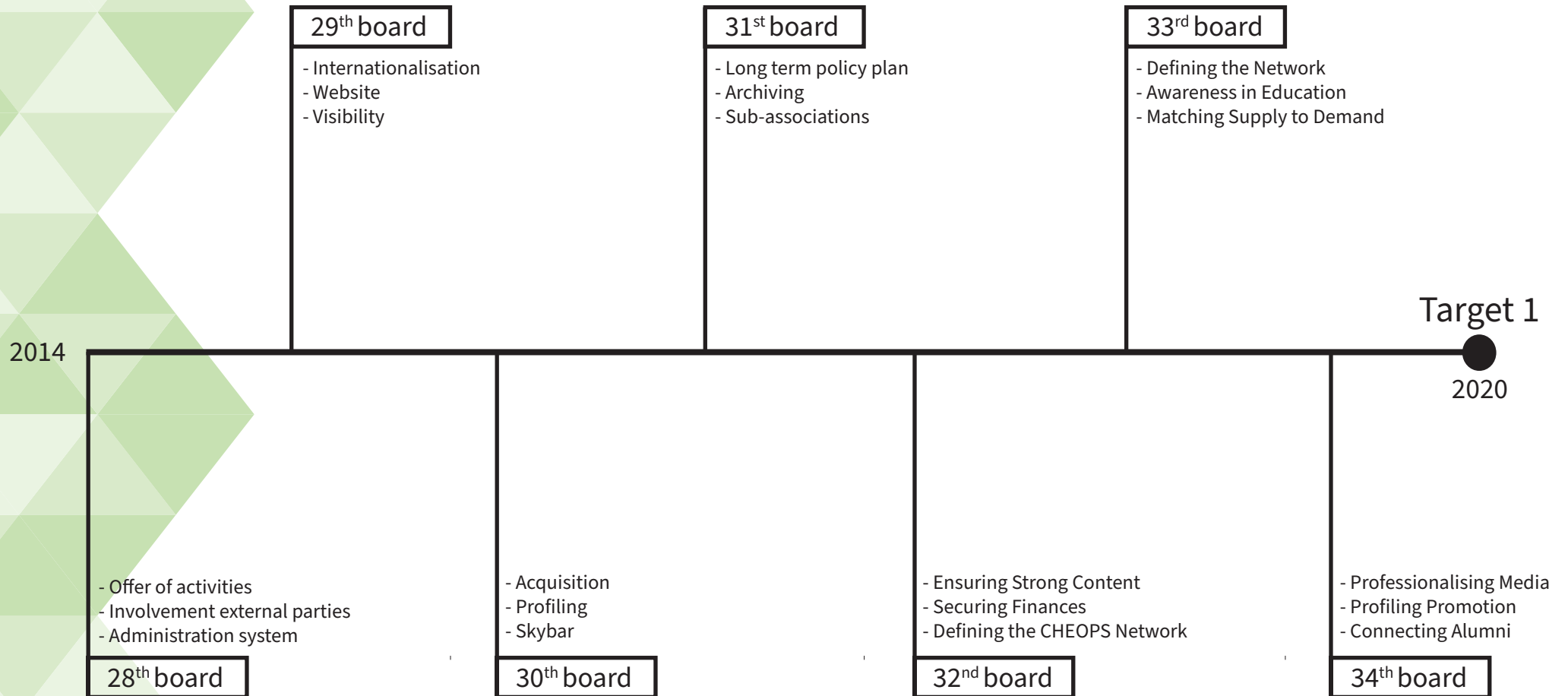
Target 3:
• CHEOPS …
… has a growing, diverse national network of companies and educational institutions. CHEOPS is highly valued by its professional relations.
…is part of an effective alumni network of the Built Environment, of which every alumnus wants to be a member.

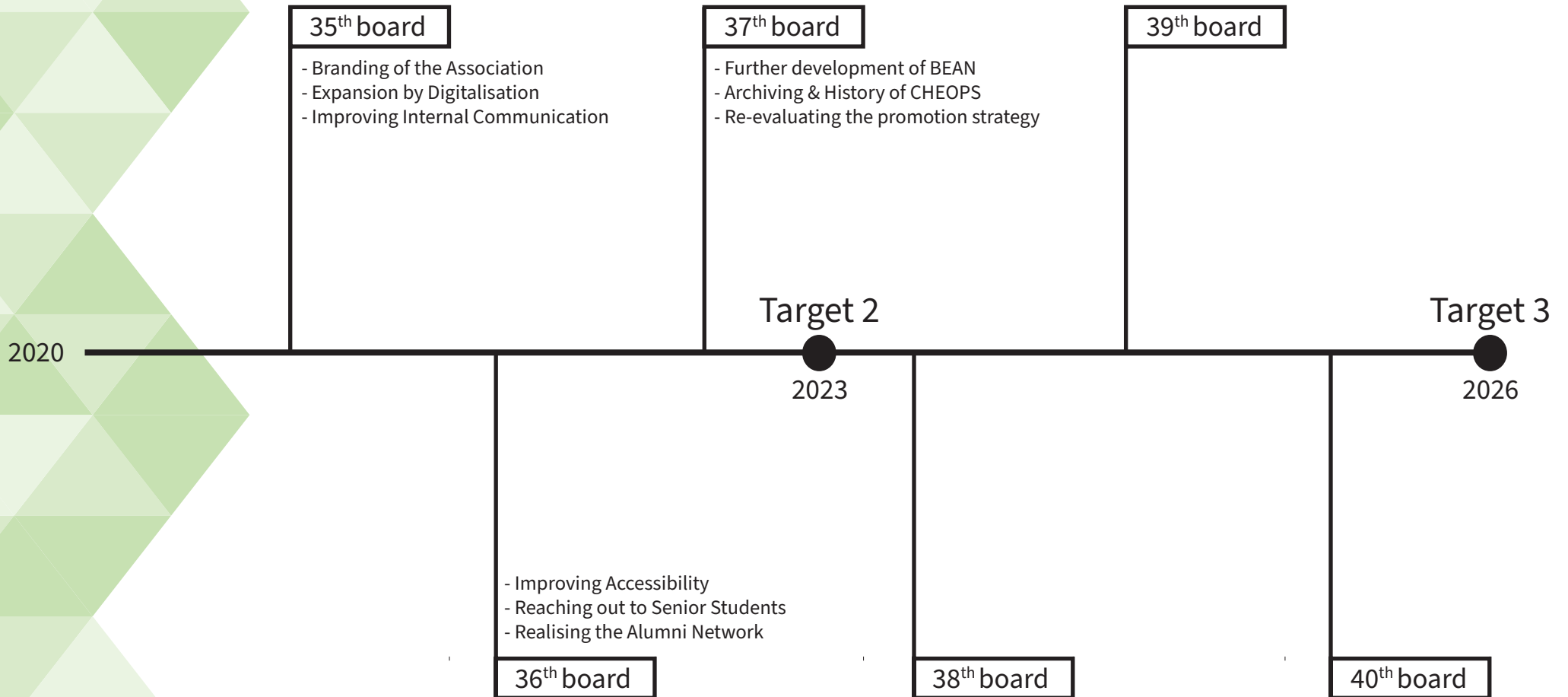**Target 4:**
• CHEOPS is part of an active, continuous (inter) national network of companies, educational and other institutions.

Goals

29th board
- Internationalisation
- Website
- Visibility

31st board
- Long term policy plan
- Archiving
- Sub-associations

33rd board
- Defining the Network
- Awareness in Education
- Matching Supply to Demand

2014

Target 1

2020

- Offer of activities
- Involvement external parties
- Administration system

28th board

- Acquisition
- Profiling
- Skybar

30th board

- Ensuring Strong Content
- Securing Finances
- Defining the CHEOPS Network

32nd board

- Professionalising Media
- Profiling Promotion
- Connecting Alumni

34th board

Goals

35th board

- Branding of the Association
- Expansion by Digitalisation
- Improving Internal Communication

37th board

- Further development of BEAN
- Archiving & History of CHEOPS
- Re-evaluating the promotion strategy

39th board

2020

Target 2

2023

Target 3

2026

- Improving Accessibility
- Reaching out to Senior Students
- Realising the Alumni Network

36th board

38th board

40th board

Evaluation - 2023

Community (c)

In the past years it has been the case that the number of staff present at the drinks in the SkyBar!Underground is insufficient. There are multiple reasons why staff dao not walk down those stairs. Therefore, we might suggest focusing on teacher and staff activities or drinks rather than expecting them to show up during a regular Thursday drink. Target 1 remains a target for this reason. Opinions about Target 2 are divided, since last year the number of participants in activities have improved, but only one was filled 'without effort' (dies diner). This is not how the statement was intended, 'effort' was meant as intense additional effort such as having to text people personally to convince them. Seeing this as the minimum effort necessary, the target will still be considered as done, though the word 'additional' was added to be complete and an extra successive target was added as well. The diversity of participants can improve, as some participants in the survey suggested. Since we are an international association, this should also be reflected in our constituency. Moreover, the 70% of the maximum capacity can be increased, as this percentage has been achieved in the past 3 years (covid excluded), using the suited promotion for an activity. These additions are incorporated in Target 3.

Education (e)

In the survey we asked participants if they were familiar with the course evaluation system, if they took part in the surveys and whether they thought it worked well. The problem concerning the quality assurance survey has been there for a while. Many students choose not to complete surveys because they do not perceive their significance and tend to forget about them. It is unclear to students what happens with their feedback, and thus feels like a waste of time. On the other side teachers aren't always open for improving a course, which is sadly not something we can fix easily. On university level steps are made in improving the quality culture. As association we can help improving the interest in these surveys by letting students see what will happen with their answers, and how much impact they can have on the education. The department has as its goal to have a 30% response rate on the course evaluations, therefore this is added to CHEOPS's target as well.

Improving dialogue between teachers and students could help to improve the response rate. A good example of student involvement in education are the education tables. These were found interesting by students and resulted in good discussions on several topics. These kinds of events help students see the interesting part of education, and their influence on the system. Such a format could also be used for course evaluations as the approach is more direct. The Bachelor Council can play a role here.

The evaluation showed that members feel that CHEOPS is not responsible for making the education at the department excellent. However, we can assist the department as best as possible in improving the quality, as the Commissioners of Education and the education committees have been doing every year. Therefore, we feel that within some time the stated goals can be achieved through our influence in the department.

Fame (f)

In the category fame we asked our members "What do you see as a prestigious project that CHEOPS is working on / can work on?". Here most of the people mentioned Plugged as an example. This is an annual event that is growing within the region and gains more publicity every year. This suggests that we have achieved Target 2, since CHEOPS is committed to working on a prestige project with Plugged on an annual basis.

Moreover, people are supporting larger events like a symposium or activities in which student teams participate, for instance during Glow or the Dutch Design Week. In the year of the 37th board the Ambition committee was set up, which has been working on a project for the Dutch Design Week. Unfortunately, the project did not work out that well in its current shape. However, since members appreciate the fact that CHEOPS is working on prestige projects, there can be looked at other possibilities to gain publicity within the coming years. At this point CHEOPS did not yet reach the national news, though Plugged is becoming more well-known regionally, being present in the regional on- and offline newspapers.

From the survey and evaluation session it became clear that members see the added value especially in regional and somewhat national publicity, but not so much for international levels. In general, quite some comments have been made about how important fame actually is for a study association. Although members do not immediately see the added value of (inter)national fame, we feel its positive influences indirectly. We see this in member and partner acquisition, as well as in the position of the department as an educational institute.

Internal (i)

Regarding Target 1, when asked in the survey whether people know the role of the long-term policy the answers were divided almost equally. A big part of the active members knew that each board makes a yearly policy plan, though not everyone was aware of the Vision & Strategy Document. The 'role' of committees and active members towards the Long-term Policy Vision & Strategy Document is currently not formulated

clearly in the targets. We choose to interpret the 'role' of committees and active members as their intended role for the association (the education committees help with the Education targets, Plugged helps with the Fame targets, etc). CHEOPS bodies do not have to be aware of these documents, but they should be aware of their own role within CHEOPS. Therefore, the word 'intended' has been added to Target 1.

The second part of Target 1 talks about the information keeping structure of CHEOPS and we think there is room for improvement, particularly in refining our scripts. Some scripts of committees/activities haven't been updated to current standards. We are for instance lacking a script for the education table.

Regarding Target 3 the survey showed that most people already agree that the sub-associations of CHEOPS work together in an effective and efficient way, however some people still disagree. The point that stood out is that people have noticed the stronger connection and bonding with the subassociations. The contact in the last year has become smoother than before, but still fluctuates every year, and thus can be a reoccurring point of attention. Another focus is that in the current structure CHEOPS is still the mother association, and the sections the sub-associations. CHEOPS should also keep an eye on how the sub-associations are doing, how they operate and assist when things are not working out. Currently this is done via the CSPO XL, CSPO EB and the Audit checks

Professional & Network (p)

During the evaluation of 2020, Target 1 had already been reached. The CRM-system is still in use and the professional network of CHEOPS is growing every year. Also, when asked whether members think CHEOPS has a big national network of companies from different sectors of the Built Environment, the vast majority agrees. When asked if enough CHEOPS activities are related to the courses, the response was divided. Most people took a neutral stance, which suggests that further enhancements are needed in the future to fully realize Target 2. We see that CHEOPS currently offers a lot of activities that contribute to our education. However, these often go unnoticed by our teachers if you don't inform them. In the past, activities conducted together with teachers seemed to have a positive outcome, and result in strengthening the collaboration between teachers, students and CHEOPS. It would be beneficial to put more emphasis on this connection.

Regarding target 3, the national network of companies is growing constantly. The network of educational institutions however is not really changing. There are some connections with the Built Environment associations in Delft and Enschede, but more than that is not yet achieved. For Target 3 we also feel that the network should be as diverse as our department itself, and this will was added to Target 3.

Once we reach Target 4, our professional network should be complete, and offer not just a diverse, but a stable and continuous network that represents the entire Built Environment sector. CHEOPS is already part of an alumni network, BEAN (Built Environment Alumni Network). This network has been set up over the last couple of years and has now actively started. In the coming years the presence of BEAN will have to increase so every alumnus wants to become a member.

Looking at Target 4 and the BHAG, the same matters arise as with the category fame: 'How relevant is an international network for CHEOPS?' In the survey there were different opinions on this. During the evaluation session the discussion was brought up which gave more clarity on what provides added value for CHEOPS.

Most members see the added value of companies that operate both nationally and internationally. These companies can provide information about international projects, while having a close connection to the association. Companies that are only active abroad are not that much of an addition to CHEOPS. Only during, for instance, trips these companies can be approached, depending on the destination. The international aspect of the targets can thus be interpreted as having companies in our portfolio that can give a broader global perception on the built environment. This does not only include projects executed abroad, but also companies that offer valuable insights related to international projects, while not operating exclusively in foreign countries.