

PLAN OF ACTION 2020

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PLAN OF ACTION

On the basis of the Student Union strategy (Direction of the Student Union, Real Estate Strategy), the annual plan of action is drafted for the Student Union, which records the measures to be taken next year to achieve strategic and advocacy objectives. The Plan of Action presents issues that will be carried out in 2020 but does not include everything that will happen in 2020. The Representative Council approves the Plan of Action. Based on the plan, the office will draft the office programme, in which the office staff prioritises and schedules its work and projects. The office programme also helps to report the progress of the projects to the Representative Council.

Projects in the Plan of Action consist of different sections:

PERSONS RESPONSIBLE: persons who are mainly responsible for a project

OBJECTIVE: describes the objective of a project

LINK WITH STRATEGY: describes the strategy item(s) to which a project is linked

CURRENT STATUS: describes the current status

PROPOSED MEASURES: describes proposed measures to promote a project. These are included in the Plan of Action to bring concreteness to goals. Proposed measures may change during the year if any other measure is considered to promote a goal more effectively.

REQUIRED FINANCIAL AND HUMAN RESOURCES: describes resources that are needed to complete a project, not all resources are necessarily ready for a project at the start.

ESTIMATED SCHEDULE: provides an estimated schedule for promoting a project. The estimated schedule is indicative and may change if the workload is considered too high or if a project cannot be promoted with the resources available in the estimated schedule.

Year 2020

In 2020, major projects that have started in recent years will be promoted and completed. During the year, the Direction of the Student Union document will be updated and AYY will promote projects that have emerged as the result of the latest strategy update. In 2020, we will also celebrate the most significant anniversary of the Student Union's history and include the entire community in the celebration.

Due to major projects, it is important to focus on completing unfinished projects, rather than inventing new ones. If something new and major is invented, we must prioritise and leave out something else. AYY's 2020 seems to be full of work and it is important to make sure that the work community, including employees, board members and volunteers, are feeling well and coping in the midst of ambitious goals.

AYY as a Societal Influencer:

LEADING THE WAY IN SUSTAINABLE DEVELOPMENT

PERSONS RESPONSIBLE

Sustainable Development Specialist, Board Member responsible for Sustainable Development, Executive Director and Financial Director

OBJECTIVE

AYY has ambitious sustainable development goals and environmental values, which are reflected in all AYY's activities and external communications. Guidelines and procedures for sustainable development made during 2019 will become a natural part of AYY's daily operations.

LINK WITH STRATEGY

AYY acts as a role model in environmental issues.

CURRENT STATUS

In 2019, AYY's sustainability status has been extensively reviewed and AYY's ecological footprint has been outlined. These issues have provided guidelines, orientation and training for the office, volunteers and AYY's associations. Sustainable development goals have been defined for AYY and the sectors and communications on these issues has started. However, the work is still in progress. In addition to AYY acting internally on a sustainable basis, the second year of the strategy should be used for leading the way.

PROPOSED MEASURES

- Setting goals for carbon neutrality, for example, and creating a road map to achieve the goals
- Reporting AYY's internal work and goals to the community and beyond
- Creating and establishing Sustainable AYY section on the website
- Creating a network with associations that already work on sustainable development
- Re-establishing the Sustainable Development Team of the office to continue the work done this year
- Compensating for activities when impossible to reduce the ecological footprint

REQUIRED FINANCIAL AND HUMAN RESOURCES

The project requires commitment from every sector, and especially the involvement of the management team is important. In addition to the budget of each sector, sustainable development is visible as its own budget item under the advocacy budget. Sustainable development must also be considered as its own item in the Real Estate Department.

ESTIMATED SCHEDULE

The project started in early 2019 and will continue throughout 2020.

MUNICIPAL ELECTIONS 2021

PERSONS RESPONSIBLE

Advocacy Specialist responsible for urban advocacy, Board Member responsible for advocacy

OBJECTIVE

Themes that are important to Aalto members are taken into consideration in the preparation of municipal election programmes of political parties in Espoo. AYY has a plan for the municipal elections in the spring of 2021.

LINK WITH STRATEGY

This section supports AYY as a Societal Influencer section of the strategy and its objective of goal-oriented, long-term and proactive advocacy.

CURRENT STATUS

In 2019, a joint Student City survey was conducted for the World Student Capital, which surveyed the views of students in the Helsinki metropolitan area on the development of the metropolitan area.

PROPOSED MEASURES

- Meeting political parties and, in particular, those responsible for the preparation of municipal election programmes
- Updating AYY's Espoo goals based on the Student City survey
- Preparing AYY's municipal election advocacy for 2021

REQUIRED FINANCIAL AND HUMAN RESOURCES

Advocacy Specialist responsible for urban advocacy, suitable board member, Advocacy Team.

ESTIMATED SCHEDULE

Spring 2020: Setting AYY's goals based on the Student City survey

Autumn 2020: Meetings with political parties and planning for the spring of 2021

AYY as a Developer of the Aalto Spirit

AYY10 ANNIVERSARY

PERSONS RESPONSIBLE

Events: Producer of AYY10 Section, Board Member responsible for Cultural Affairs

Product contest and AYY10 art book: Artistic Activities Specialist (Tero Uttana and his successor), Board Member responsible for Artistic Activities

Advocacy: Advocacy and Communications Manager, board member(s) responsible for advocacy

OBJECTIVE

The anniversary year celebrates the 10th anniversary of the University and the Student Union, highlighting the uniqueness, significance and impact of the Aalto community, both to its members and nationwide. The anniversary year is the year of celebration for the whole community and equally includes all the community members. The anniversary year increases the sense of community among Aalto members and the pride of being a member of Aalto today and after the university. The anniversary year consists of unforgettable events, impressive actions and visible communications. AYY products and the AYY10 art book will be published during the anniversary year.

LINK WITH STRATEGY

AYY as a Developer of the Aalto spirit: everyone feels that they are part of Aalto community. Aalto members feel unity and pride of being a part of Aalto community today and in the future.

CURRENT STATUS

The anniversary year was launched during the orientation week when the visual look of the anniversary year and pre-registration for anniversary celebration were published. AYY10 Anniversary Section operates during the anniversary year and organises anniversary events. More volunteers have been recruited to committees to assist the section. Volunteers in artistic activities are also involved in the anniversary year projects. A contest for AYY10 product has been organised. AYY's 10-year history is compiled into the AYY art book, AYY has started to plan the project and look for a person to create it. AYY cooperates with the University in terms of anniversary advocacy goals.

PROPOSED MEASURES

- Implementing the AYY art book
- Organising the product idea contest and AYY10 product in cooperation with Aalto Shop
- Organising All to X project which presents associations and other actors in the community
- Organising the anniversary week, including the anniversary celebration on 16 May at the Finlandia Hall and the after party

REQUIRED FINANCIAL AND HUMAN RESOURCES

Communications Team: Communications of the entire anniversary year

Advocacy: Anniversary theme and the spreading of advocacy

Board: Interest group work

Corporate Relations: Assistance for fundraising

Community Team: Producers from the Community Team and the visibility of anniversary year in AYY's spring events

Other teams: Spreading information on the anniversary year

Volunteers: AYY10 Anniversary Section and its committees, Section for Artistic Activities and other AYY volunteers in events.

Funding: Budgeted as part of the budgeting process. Funding is also provided by business partnerships, TTE-Fund and other parties.

ESTIMATED SCHEDULE

Projects have started already in the autumn of 2019; they will continue until the summer of 2020 and culminate in the anniversary celebration.

COMMUNITY STRUCTURE PROJECT: RENEWAL OF ASSOCIATION CATEGORIES AND THE DISTRIBUTION OF OPERATING GRANTS

PERSONS RESPONSIBLE

Specialist for Organisational Affairs, Board Members in charge of associations

OBJECTIVE

AYY's association categories and the distribution of operating grants and facilities better respond to the needs of associations. The reform is carried out in accordance with the plan approved by the Representative Council for the development of community structures and with the participation of the community.

LINK WITH STRATEGY

The structures of AYY and the Aalto community support the cooperation of different fields and student cultures.

CURRENT STATUS

A survey on the current state of community and organisational structures was carried out and the direction of the project was approved by the Representative Council in April 2019. The operating grant form has been updated for 2019 and the update has been developed for the distribution of operating grants in 2019. The Association Regulation was last updated in 2017.

PROPOSED MEASURES

- Starting the update process of the Association Regulation and preparing the new Association Regulation by listening to associations

- Preparing the update of the distribution process of the operating grants and considering other options that emerged during the process (see Council Member Lampi’s proposal, SCLsma’s voucher model)
- Preparing the update of the distribution process of facilities
- Involving the associations

REQUIRED FINANCIAL AND HUMAN RESOURCES

Executive Director, Board Members of the Community Sector, Producers, Specialist for Organisational Affairs

ESTIMATED SCHEDULE

Updating the association regulation in the spring and focusing on the operating grants in the autumn. The operating grant distribution may be updated once the Association Regulation has been updated.

The goal is to have the updates of the Association Regulation and the operating grant distribution completed during 2020 to be ready for operating grants in the spring of 2021. When completed, the distribution process of facilities will be developed.

COMMUNITY STRUCTURE PROJECT: DEVELOPMENT OF VOLUNTARY SECTOR

PERSONS RESPONSIBLE

Producers, Board Member in charge of volunteers

OBJECTIVE

COMMITTEES

The Plan for Community Structure Development provides direction for the development of committees. The purpose is to start discussing with volunteers about the placement and roles of committees and to determine their role and responsibilities. In 2020, the activities of independent collective committees are piloted, and the committees are developed based on the results of the experiment. AYY’s voluntary field should be made clearer and genuinely bring together the members of various associations in committees that work towards common goals. This would allow people from different backgrounds to meet and provide peer support.

SECTIONS

The New Students’ Section should be established based on the Plan for Community Structure Development review. The section is piloted during 2020. AYY wants to invest in the cooperation of parties related to the reception of new students and to create incentives to promote cooperation. AYY’s aim is to strengthen the dialogue between new student sectors and facilitate cooperation between different operators.

LINK WITH STRATEGY

The project responds to the first two goals of “AYY as a Developer of the Aalto spirit” section.

CURRENT STATUS

Of the committees, the Study Council (OPN), the Council and the Corporate Relations Committee (YTMK) are currently independent but without staff resources. Other committees operate under the sections.

In 2020, AYY's sections include AYY10 Anniversary Section, Teekkari Section, Campus Section, Community Section Aava, Museum Section, EduJoRy and Artistic Activities Section.

PROPOSED MEASURES

Collective Committees

- Discussing the details of responsibilities and roles in events with volunteers
- Determining a clear role and area of responsibility for each section and committee
- Developing the structure of committees to increase the number of independent collective committees in the recruitment process in 2020
- Investing in the wellbeing, coping and sufficient support and training of volunteers
- Reorganising employee resources and assessing the adequacy of resources

New Students' Section

- Strengthening the dialogue between new student operators and facilitating cooperation by AYY
- Piloting the promotion of cooperation as the New Students' Section and investing more resources to promote cooperation, developing operations based on the trial.
- Investing in the wellbeing, coping and sufficient support and training of new student operators
- Testing the operations of the New Students' Section from the beginning of 2020
- Reorganising employee resources and assessing the adequacy of resources

REQUIRED FINANCIAL AND HUMAN RESOURCES

Community Team and Executive Director

ESTIMATED SCHEDULE

The project was already started as part of volunteer recruitment in 2019. The project will continue throughout 2020.

COMMUNITY STRUCTURE PROJECT: GUILD MEETING

PERSONS RESPONSIBLE

A party specified in the Guild Meeting Regulation is responsible for convening the guild meeting. The Board Member in charge of Organisational Affairs and the Executive Director will assist in the launch of operations.

OBJECTIVE

The objective is to implement the Guild Meeting Regulation and launch guild meeting activities, as well as to create and develop a sustainable guild meeting procedure that best suits the community, which will carry on for years to come.

LINK WITH STRATEGY

AYY as a Developer of the Aalto Spirit aims at a student community where students of different schools are considered equals.

CURRENT STATUS

The Guild Meeting Regulation has been created and approved in 2019.

PROPOSED MEASURES

- Convening a guild meeting for the first time
- Launching and creating activities according to the regulation

REQUIRED FINANCIAL AND HUMAN RESOURCES

The project requires a helping role from the Board, Board Member in charge of Organisational Affairs and the Executive Director in order to launch a guild meeting. However, the convening party defined in the regulation is responsible for initiating the operations. The Producer is responsible for updating the Guild Meeting Regulation.

ESTIMATED SCHEDULE

The project starts immediately in early 2020 and will run throughout the year.

STUDENT CENTRE

PERSONS RESPONSIBLE

Student Centre Employee, Board Member in charge of the Student Centre project.

OBJECTIVE

During 2020, the objective is to approve a project plan, form a design team and decide on the design proposal.

LINK WITH STRATEGY

The purpose of the Student Centre is to create a meeting place for all Aalto members and make each Aalto member feel that Otaniemi is their own campus. Its purpose is to increase the sense of Aalto spirit even after the university years and to create encounters between different fields, cultures, generations and actors.

CURRENT STATUS

AYY has worked on this project for several years. There is a common will to promote the project, and for this purpose, Saraco has been hired for project management and the working group has been organised with the help of the chairperson. The project plan is prepared, and a letter of intent will be approved at the end of 2019 by decision-making bodies of each party. Planning issues of the building are progressing.

PROPOSED MEASURES

- Ensuring that planning is approved and serves the needs of AYY and other parties
- Ensuring that the working group is functioning by a facilitator, investing in cooperation and transparency between the parties and specifying the role of the working group in the project
- Preparing to start fundraising
- Agreeing on cooperation with the University
- Selecting sustainable development goals and ensuring their implementation
- Preparing the project plan and deciding on its approval
- Assembling a designer team
- Starting the preparation of design proposals and deciding on the approval of a design proposal

REQUIRED FINANCIAL AND HUMAN RESOURCES

- Student Centre Employee, Board Member in charge of the Student Centre project and the jointly hired Project Manager
- Real Estate Team, particularly the Manager of Real Estate Department
- Financial Director

- Executive Director

Budgeted in connection with the budgeting process.

ESTIMATED SCHEDULE

The project has continued for several years already and will continue until the building is finished in 2023.

AYY'S ACCESSIBILITY FOR INTERNATIONAL STUDENTS

PERSONS RESPONSIBLE

Specialist for International Affairs, Board Member in charge of International Affairs

OBJECTIVE

AYY has information and tools to improve international equality in its own organisation.

LINK WITH STRATEGY

Everyone feels that they are part of Aalto community. AYY's structures support cooperation between different fields and cultures.

CURRENT STATUS

As an organisation, AYY is not ready enough to involve people who do not speak Finnish in the student union activities. There have been occasional international students in the Representative Council and among volunteers, but so far, the Board and the office staff have not included anyone without Finnish skills. The opportunities for volunteering have also been limited to activities focusing mainly on international students themselves. Almost a fifth of Aalto University students are international students. In practice, however, their number is not reflected in the student union activities.

PROPOSED MEASURES

- Carrying out a review, the purpose of which is to list current obstacles and repair measures with regard to AYY's linguistic accessibility
- Reforming the Language Strategy and reviewing recruitment practices from the viewpoint of internationalisation
- Budgeting in staff training
- Starting a debate on participation opportunities for students from outside the EU / EEA countries in student activities, considering tuition fees and residence permit restrictions

REQUIRED FINANCIAL AND HUMAN RESOURCES

International Sector and strategy funds separately reserved for the international budget.

Administrative Director and HR Director

In addition, funds should be reserved for training purposes.

ESTIMATED SCHEDULE

6 months for the review, based on which the Language Strategy is revised, and further action is taken if necessary.

AYY's Apartments as Students' Home

RENOVATION PLAN OF TEEKKARI VILLAGE

PERSONS RESPONSIBLE

Manager of Real Estate Department, Master Builder, Real Estate Manager

OBJECTIVE

The objective is to ensure systematic renovation and maintenance of Teekkari Village with cultural heritage value, as well as the renovation of apartment surfaces in order to ensure the attractiveness of apartments as a long-term home for our students and the value from the perspective of property ownership. The aim is to draw up a maintenance plan for the entire property stock, with a special focus on Teekkari Village in the coming years.

LINK WITH STRATEGY

The objective is in line with the Student Union's real estate strategy and policy.

CURRENT STATUS

The Student Union owns approximately 650 apartments in Teekkari Village, most of which are shared apartments. The area is historically significant. At the same time when a significant number of new apartments are being built in Otaniemi, Teekkari Village should be developed, repaired and maintained vital.

PROPOSED MEASURES

- Commissioning condition surveys for buildings
- Clarifying the functional model of properties and preparing a plan to maintain the demand for existing shared apartments even after new apartments are completed
- Drafting a development plan for the entire area, considering the area's services, outdoor areas and AYY's club activities

REQUIRED FINANCIAL AND HUMAN RESOURCES

The plan is prepared in cooperation with the real estate and housing team. External resources and expertise are used for the plan. The surveys and measures are financed by rental income from Teekkari Village properties.

ESTIMATED SCHEDULE

The project starts in the autumn of 2019 and lasts throughout 2020.

The plan is drafted for five years and will be implemented already in 2020.

RESPONSIBLE NEW CONSTRUCTION PROGRAMME

PERSONS RESPONSIBLE

Manager of Real Estate Department, Financial Director + Board Member in charge of real estates

OBJECTIVE

The objective is to establish a long-term programme to implement new housing responsibly, considering the old housing stock, housing production by other actors, changing needs of students, as well as the environment and economy.

LINK WITH STRATEGY

The programme to be developed is a comprehensive plan that implements the property strategy.

CURRENT STATUS

According to the Student Union's real estate strategy drafted in 2016, the Student Union will construct 1,300 new properties by 2026, of which over 250 have already been completed. The Student Union does not have a comprehensive plan approved by the Representative Council for the implementation of the strategy. Completed new properties during the strategy period, Miestentie and Atlantinkatu, are two different properties that were successfully implemented. The experience gained from these properties can be utilised when preparing guidelines for design. The new construction programme will be part of the investment programme.

PROPOSED MEASURES

Creating model apartment plans to determine apartment sizes and floor plans for construction design guidelines

Creating a strategy and objectives for sustainable construction and choosing sustainability measurement in housing

Creating design guidelines considering a sustainable construction aspect in all areas

REQUIRED FINANCIAL AND HUMAN RESOURCES

The programme is drafted in cooperation with the housing sector. It is ensured that students' wishes, and needs are heard in the programme and instructions. Consultation is used for preparing instructions. Financial Director participates in the drafting of the programme from the perspective of financial and investment planning, in particular.

ESTIMATED SCHEDULE

The project will start in the spring, the estimated duration is 9 months. The plan is prepared for five years.

COMMON FACILITIES AND COMMUNALITY

PERSONS RESPONSIBLE

Housing Specialist

OBJECTIVE

In its properties and current housing stock, AYY makes it possible to form different communities and development the existing ones. The aim is not to regulate and guide, but to create settings that both support and delight residents. AYY wants the residents not only to share the apartment but to live and enjoy their homes together and separately. The common areas of the property should work for all users and therefore it is important to consider all parties involved. The goal is to create ways to make it easier for everyone to enjoy their time in AYY's properties. AYY wants the whole community to feel that they are being heard. The experience gained will be utilised in the design of new properties.

LINK WITH STRATEGY

Real Estate Strategy: Communal Living and Ownership and the Housing Policy Paper

CURRENT STATUS

In addition to apartments, AYY's properties include common facilities used by associations, student union members and residents. At the moment, the condition of common facilities in apartments and properties may not meet the wishes of residents, which is why residents do not use them. Residents neither have the sense of ownership of the common areas and thus do not want to maintain their condition. The use of common facilities in properties can create a feeling of insecurity in residents, and the lack of cleanliness and poor condition of the premises will affect overall comfort. AYY has started to create options for open discussion and the inclusion of various parties.

PROPOSED MEASURES

Preparing a more detailed plan and different schemes for how to fix common facilities in apartments and maintain the condition of common facilities in properties, how to support the creation and development of new communities and support the existing communities in a consistent and equitable manner. Utilising activities started in 2019 and the results and ideas of the ITP project and service survey carried out in 2018. If necessary, AYY does more background work through interviews and workshops, for example.

REQUIRED FINANCIAL AND HUMAN RESOURCES

Working hours are required from the Housing Specialist. The Service Team and the Real Estate Department are also required to participate. A board member is involved in the project. Financial resources needed for possible campaigns, measures, meeting arrangements and communications, etc.

ESTIMATED SCHEDULE

The project will run throughout the year and the results create examples for continuous operations. A more specific project plan will be drafted during the spring of 2020.

DEVELOPMENT OF HOUSING COMMUNICATIONS

PERSONS RESPONSIBLE

Communications Specialist (Housing and Real Estate)

OBJECTIVE

Information concerning residents reaches the residents at the right time and through right channels. Communications do not require too many manual steps from employees. Communication plans and templates help the housing team in brand-oriented and consistent communication with residents.

LINK WITH STRATEGY

Real Estate Strategy: open and visible housing services

CURRENT STATUS

Housing service communications have been developed in small steps in previous years. Up-to-date information on real estates and apartments can be found on AYY's website and Domo. The disadvantage is that up-to-date information concerning residents is not actually available on the channels that they normally use. In addition, the housing and real estate sections receive messages partly through wrong channels.

PROPOSED MEASURES

- Clarifying the best channels and options for resident communication in order to create targeted resident communications
 - Different communication channels and formats: Email, SMS and paper prints now in use
 - Clarifying if bulletin boards or electronic newsletter are sensible channels
 - Domo: communication permissions, data extraction, etc.
- Creating clear processes for housing related communications
 - AYY Housing – active utilisation of AYY's own channels and increasing the number of followers
 - Housing visibility in AYY's other channels
- Development of AYY's landlord brand
- Utilising ideas and results of previous surveys (e.g. service survey, ITP projects)

REQUIRED FINANCIAL AND HUMAN RESOURCES

Working hours are required from Communications Specialist, in particular (Housing and Real Estate), as well as from the Service Manager, AD, Housing Advisers and Housing Specialist. Some working hours are also required from the Real Estate Department. Necessary financial resources will be specified and decided during 2020. These have already been considered in the budgeting process when possible.

ESTIMATED SCHEDULE

Development will continue flexibly after the launch in the autumn of 2019 and continue throughout the year. Development is also strongly linked to other development of housing and real estate communications, which is ongoing as part of continuous operations.

Other Current Matters

AUTOMATION AND DEVELOPMENT OF SERVICES

PERSONS RESPONSIBLE

IT Specialist

OBJECTIVE

The aim is to eliminate unnecessary manual work from member services through modern automation and electrification, concerning booking and billing processes of rental facilities, etc.

LINK WITH STRATEGY

Real Estate Strategy – Digitisation of Housing and Facility Services

CURRENT STATUS

Currently, there is plenty of unnecessary manual work in member services, where the staff are repeatedly required to perform tasks that could be automated or done much faster by using electrification. Pre-identified problems include email, electronic signature, delivery of keys, facility billing, rental payment, facility booking system, tuition fees and the heating of sauna.

PROPOSED MEASURES

- Problem mapping
- Deciding on areas for improvement
- Deciding on costs and implementers
- Automation and electrification

REQUIRED FINANCIAL AND HUMAN RESOURCES

IT Specialist, Service Team

ESTIMATED SCHEDULE

Mainly:

- Problem mapping Q1 2020
- Deciding on areas for improvement Q2 2020
- Deciding on costs and implementers Q3-4 2020
- Automation and electrification 2021

Individual sections may progress at a faster pace.

FUTURE OF STUDENT MEDIA

PERSONS RESPONSIBLE

Advocacy and Communications Manager, suitable board member

OBJECTIVE

The objective is to implement the decision made by the Representative Council at its meeting 9/2019 on the future of the student media.

LINK WITH STRATEGY

Depends on the decision of the Representative Council 9/2019. Supports the goals of social development of the Direction of the Student Union and strengthens communality.

CURRENT STATUS

The Representative Council decided the following on Aino magazine (4/2019):

“...Aino magazine will take a publishing break until the end of the year. The budget released from editing the Aino magazine will be used to work out the continuation options. The Representative Council obliges the Board to report on the clarification progress in Council meetings and to present a final proposal for future operations equivalent to the Aino magazine by the end of November.”

By the end of the year, AYY has i) selected Kaskas Media as the partner who will conduct the review, ii) conducted a member survey and a dialogue meeting on the needs of members, iii) collected benchmarking on international references and iv) drafted a final report, based on which the Representative Council decided on the future of the student media at its meeting 9/2019.

PROPOSED MEASURES

Measures depend on the decision of the Representative Council 9/2019

- If a new media is established, required persons are recruited
- If funds are used for other activities, responsibilities are agreed upon

REQUIRED FINANCIAL AND HUMAN RESOURCES

The necessary staff is recruited, and the budget is prepared as part of the budgeting process.

ESTIMATED SCHEDULE

Starts in January 2020. For the office, most work is done during the Office Programme period 1/2020. In the future, these will be part of regular operations.