



# Multi-year policy

2015-2020

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## 1. Intro

In this All Terrain multi-year policy, commissioned by the Student Sport Centre Eindhoven (SSCE), we'll address the current status of All Terrain and the plan for the next 5 years. This will be explained in the next five chapters.

In chapter 2 'Description of the sports club' we'll tell more about the history of All Terrain and its current status where we describe the vision and mission of the club.

In chapter 3 'Analysis of the sports club' we tell about the current status of All Terrain. This will include an organogram, detailed function descriptions and the contacts inside All Terrain. In the second part of this chapter you can find a SWOT-Analysis with a thread matrix.

In chapter 4 'Goals' we'll describe our SMART goals for short or long term.

In chapter 5 'List of Activities' you'll find a list of activities as planned for 2015-2016. This list can be reused for following years.

The reason of writing this multi-year policy is to formalize All Terrain. This includes:

- All Terrain's Vision and Mission
- Our goal for All Terrain for the next 5 years
- A strategic plan to accomplish our goals

## 2. Description of the sports club

All Terrain is a small, sociable and versatile sports club focused on non-motorized sports in nature. Pushing the limits and fellowship are core values for All Terrain members. Besides the main training sessions we often organize weekends and other activities for (and with) our members with a focus on survival sport and outdoor life.

### 2.1. History

The “Eerste Studenten All Terrain Sportvereniging”, better known as “All Terrain”, was founded on July 1th 1991. One of the founders, Joop Kover, stated his drive behind founding this sports club as:

*“Specialisatie in de sport is iets wat ik nooit leuk heb gevonden. Ik heb altijd veel verschillende sporten willen beoefenen, maar wel het liefst buiten in de natuur. Deze behoefte heeft mij ertoe aangezet om samen met anderen een sportvereniging op te zetten op de Technische Universiteit Eindhoven (TU/e). De Eerste Studenten All Terrain Sportvereniging, zoals de vereniging officieel wordt genoemd, beoefent veel verschillende buitensporten en de survivalsport is er daar een van.”*

Roughly translated:

*Specialization in the sport is something I never liked. I’ve always wanted to participate in many different sports, but mostly outside and in nature. This led me to found a sports club associated with the Technical University Eindhoven (TU/e). The Eerste Studenten All Terrain Sportvereniging (First Student All Terrain Sports Club), as it is formally named, trains in many different outdoor sports and the survival sport is one of those.*

All Terrain’s goals as formulated in the statutes:

- All-round physical development
- Development of knowledge and experience associated with living in and with nature and the preservation nature
- Growth of knowledge about your own body

The goals were promoted by the organization of all-round training sessions, so called “apenkooi” (a gym filled with obstacles). These training sessions targeted a combination of strength, agility, technique and game. Wim Koch, the trainer at the time, was able to make each training different from others by creating unique combinations of the obstacles.

Besides the training sessions there was also a diversity of other events, such as falling technique training, mental training, sport massage course, an innumerable amount of weekends with weird names and even weirder tasks, vacation work and of course the AT Challenge. We’ve also organized trail lessons with other sports clubs associated with the TU/e which allowed us to try horseback riding, canoeing and archery. And finally we were able to pick our brains with books about knotting, nutrition, gear, survival tips and weather science.

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Our experiences and adventures were documented in the All-in, where we also shared healthy quick recipes, birthdays and a “did you know” section.

In the first years the training sessions were popular and the members fanatic. A special weekend was organized almost every month, where the participants pushed their limits as far as that it hurt. The first versions of the AT Challenge were set up as a survival-run, whether or not with elements of canoeing and mountain biking. Even the assault course of the Oirschot army base was part of one of the challenges.

The weekly training sessions target the overall development of the body, both physical and mental. The training also targets specific elements of the survival sport and adventure races. The training provides a good base to train for the European top (where finishing is already impressive). All Terrainers do well in competitions across the country and often end up in the top 10.

## 2.2. All Terrain as it is now

Currently All Terrain consists of 61 active members. We have a place in the student culture in Eindhoven and we’re part of one of the five umbrellas of the TU/e where the SSCE has a leading role.

All terrain has a close but dynamic group of athletes where connectedness is a core value. One of the factors for this is the small scale of the club. All Terrain is approachable and small scaled and everyone with a sports card from the SSCE can become a member. The learning process with this sport is about everyone’s personal learning curve and for almost all our members perseverance is one of the defining characteristics. All Terrain forces a creative mindset that shows when tackling the different obstacles. This mindset is used in other events that are organized besides the main training sessions. An important factor of All Terrain is nature. All Terrain uses almost always the environment, something that shows when camping in a selfmade tent.

## 2.3. Vision

We want All Terrain to be an active and close group of students interested in non-motorized outdoor sports with survival sport as main sport. Where we push our boundaries and enhance our mental and physical capabilities through interaction with the group.

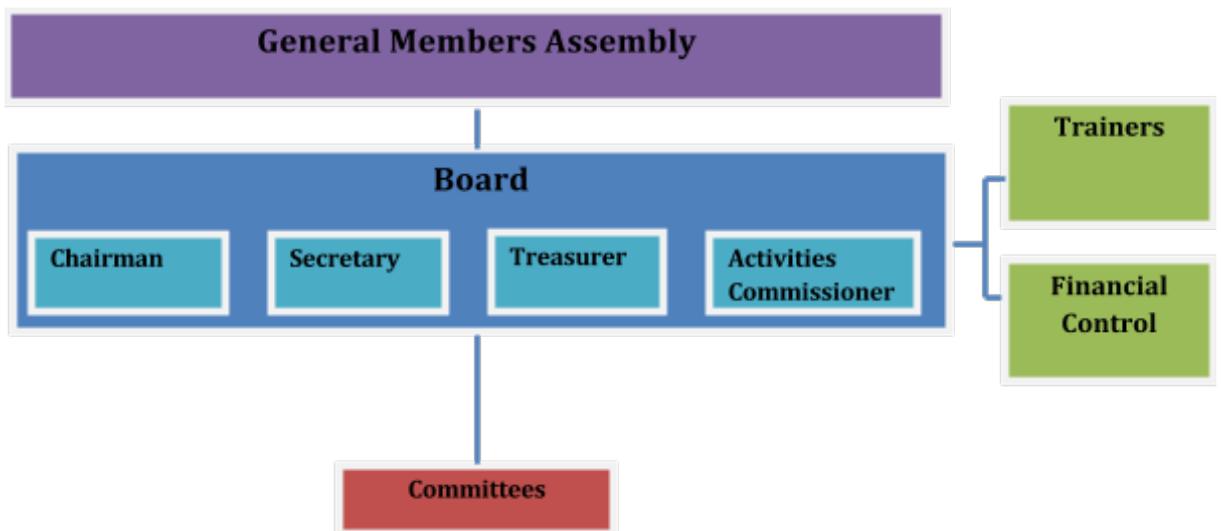
## 2.4. Mission

All Terrain is an outdoor sports club for and by students that like a physical and mental challenge. Our mission is to make every member feel welcome and to push our boundaries together. The battle against the elements and the fellowship are central in our mission. All Terrains activities have at their core the survival run and adventure race elements.

## 3. Analysis

### 3.1. Current situation

The current organization structure:



The current organization structure is based on a top-down model, but it also an open structure from where the hierarchy isn't forced.

*General Members Assembly;* The general members assembly (found at the top) symbolizes the democracy inside All Terrain. Beneath the GMA you'll find the board (this because the GMA can always overrule the board).

*Chairman;* The chairman is responsible for the committees. The chairmen from all the committees are accountable to the chairman of All Terrain.

*Treasurer;* The treasurer is responsible for all financial business of All Terrain.

*Secretary;* The secretary is responsible for the documentation (including the minutes), the members administration and internal contact.

*Activities Commissioner;* The activities commissioner is responsible for setting up commissions for activities and events.

*Trainers;* The trainers are supporting to the board and they make the training sessions and help the members to learn the sport.

*Financial Control;* The financial control is in charge of auditing the financial part of All Terrain.

*Committees;* The committees are created and directed by the board and serve different purposes.

### 3.2. Function Description

Chairman

#### *Goal*

The chairman is responsible for making sure that everything that must be organized or done is done and help people when they need help to get something done.

#### *Place in All Terrain*

The chairman is the head of the board and is responsible for controlling that everything that must be done is done.

#### *Function / Tasks*

- Preparing meetings
  - Planning Date
  - Organizing a location
  - Writing Agenda's
- Meetings
- Preparing GMA
  - Planning Date
  - Organizing a location
  - Writing Agenda
- Leading GMA
- Composing new board
  - Finding members who could possibly form a board.
  - Contacting (/motivating) potential board members.
- Transferring chairman
- Leading (/motivating) committees and board members
- External contact
  - Maintaining relations with the SSCE
  - Maintaining relations with the ESSF
  - Maintaining relations with other sport clubs
  - Maintaining relations with sponsors
- Contact with Old Terrain

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## *Time-management*

Tasks	Time (hours per year)
Preparing meetings	12
Meetings	48
Preparing GMA	9
Preside GMA	8
Checking GMA minutes	5
Composing new board	8
Transferring board	2
Transferring chairman responsibilities	20
Driving board members	8
Driving committees	12
External contact	20
Contact with Old Terrain	15
Total	167

## Secretary

### *Goal*

The secretary is responsible for managing all All Terrains documentation including the minutes and (re)writing old documents. The secretary is also responsible for managing the members administration, communication with the members and sending the SSC the current members list.

### *Place in All Terrain*

The secretary is part of the board and is the one responsible for preserving and managing information and sharing it with the rest of All Terrain.

### *Function / Tasks*

- Checking agenda's
- Meetings
- Writing minutes
  - Working out everything that has been minuted during the meetings into complete and formatted minutes.
  - The minutes have to be distributed within two weeks.
- Preparing GMA
  - Checking documents
  - Rewriting documents (if necessary)
- GMA
- Writing GMA minutes
  - Working out everything that has been minuted during the meetings into complete and formatted minutes.
  - The minutes have to be distributed to the members within two weeks.
- Composing new board
  - Finding members who could possibly form a board.
  - Contacting (/motivating) potential board members.
- Transferring secretary
  - Transferring documents (and creating a back-up)
  - Transferring members administration (and explaining how it works)
- Managing members administration
- Managing documentation
  - Making sure the documents are all in order.
  - Rewriting documents if necessary.

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## *Time Management*

Tasks	Time (hours per year)
Checking agenda's	1.2
Meetings	48
Writing minutes	20
Preparing GMA	3
GMA	8
Writing GMA minutes	20
Composing new board	4
Transferring secretary	25
Members administration	10
Managing documentation	15
Total	154.2

## Treasurer

### *Goal*

The treasurer is responsible for managing All Terrains finances including the (financial) administration and managing debtors/creditors.

### *Place in All Terrain*

The treasurer is part of the board and is responsible for the finances.

### *Function / tasks*

- Checking agenda's
- Meetings
- Preparing GMA
  - Making budgets
  - Checking documents
- GMA
  - Presenting budget and financial status
- Composing new board
  - Finding members who could possibly form a board.
  - Contacting (/motivating) potential board members.
- Transferring treasurer
  - Transferring documents (and creating a back-up)
  - Transferring bookkeeping (and explaining how it works)
  - Transferring banking
- Discussing contracts
  - Discussing contracts and maintenance with the SSC
  - Making sure contracts are being honored.
- Collecting money
  - Direct debit and mails to debtors
- Bookkeeping
- Paying bills
- Selling clothing

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## *Time-management*

Tasks	Time (hours per year)
Checking agenda's	1.2
Meetings	48
Preparing GMA	10
GMA	8
Composing new board	2
Transferring treasurer	25
Discussing contacts	4
Collecting money	30
Bookkeeping	30
Paying bills	10
Selling clothing	10
Total	178.2

## Activities Commissioner

### *Goal*

The main goal of the activities commissioner is to organize different activities and events for All Terrain and its members. To accomplish this the activities commissioner can organize himself or create a committee to organize it.

### *Place in All Terrains*

The activities commissioner is part of the board and is responsible for organizing events and activities for the members of All Terrain.

### *Function / tasks*

- Checking agenda's
- Meetings
- Preparing GMA
  - Creating overview of all planned and conducted activities.
  - Creating presentation of all planned and conducted activities.
- GMA
- Composing new board
  - Finding members who could possibly form a board.
  - Contacting (/motivating) potential board members.
- Transferring commissioner
  - Explaining preparations for big activities (for example the intro week TU/e)
  - Giving tips on organizing activities
- Intro week TU/e
  - Communication with TU/e and ESSF.
  - Creating activities planning.
  - Organize the needed materials.
  - Organizing trainer(s) for the intro training.
  - Organizing members to staff the activities.
- Van Lint sports-week
  - Creating a planning
  - Register team(s) for competitions
  - Communication with the members about the sports-week
  - Organizing trainers for the assault course
- Introduction weekend
  - Securing a location
  - Organize transport to location
  - Planning what to do during the weekend
  - Buy food for
- Other activities

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## *Time-management*

Tasks	Time (hours per year)
Checking agenda's	1.2
Meetings	48
Preparing GMA	1.5
GMA	8
Composing new board	2
Transferring commissioner	5
Intro week TU/e	50
Van Lint week	8
Introduction weekend	15
Other activities	30
Total	168.7

### 3.3. SWOT-Analyses

#### Strengths

##### *Approachable*

To include members as fast as possible into the group the new member will be trained in the basic techniques of the survival sport. The member will be trained by one of the clubs trainers or by a buddy trainer. A buddy trainer has done a course on how to learn a new member the new techniques.

##### *Informal*

All Terrain is rather informal, there is no strong hierarchy between the members, the board, the committees and the trainers.

##### *Diversity of the members*

All Terrain is open for both national and international members and that is why English is the main language and because besides the requirements the SSCE sets there are no other requirements to join All Terrain we have a diverse mix of members.

##### *Diversity of activities*

To have fun activities for all members we have a wide range of different activities. A couple of examples are:

- H.O.L.H.O.W. (Het Ontzettend Lange Hemelvaart Outdoor Weekend)
- Intro weekend
- Introduction week
- International cooking night
- Winter survival
- Sinterklaas

##### *Diverse training possibilities*

During the winter we have two groups that alternate between training inside and outside. The inside training is setup as a so called "apenkooi" (a gym filled with obstacles) where there is a route and most often you run it in couples of two as relay race. Outside is the survival-run training. Besides those main training sessions we also organize orienteering runs.

During the summer we have all train outside every week and on Mondays there are mountain bike training sessions.

#### Weaknesses

##### *Bad knowledge management*

Because we have bad documentation (or no documentation at all) we have a problem managing our knowledge. This means that when the board changes or if trainers were to leave, it would be probable that we'll lose some knowledge.

### *Informal*

Because All Terrain is very informal it can look as if we're a closed group to new (/potential) members which can deter them.

### *Bad board transitions*

As with many student sport clubs we have a fast and often changing board and because of bad documentation and communication with the old board members the new board often has a very long starting period where a lot of knowledge could be lost.

### *Limited amount of trainers*

Because we have a very limited amount of trainers we're highly dependent of them to always be there. And because there are no new trainers being trained there is a big chance of knowledge loss when one of the trainers stops with All Terrain.

### Opportunities

#### *Popularity similar sports*

Currently there are a couple of sports similar to the survival run sport that are becoming more and more popular (Mud Masters for example). This can contribute to more notoriety for the sport.

### Threads

#### *Unfamiliarity of the sport*

All Terrain (or survival runs) is currently quite unknown to most students what means that there aren't a lot of students interested. We try to change this by making more information available.

#### *High physical requirements*

All Terrain is a sport where you have to be quite fit and the training sessions are hard. This results in a much higher threshold in comparison with other sports. We try to tackle this by training in two groups (Advanced and Trainees).

### Confrontation-matrix

	Positive	Negative
<b>Intern</b>	Approachable	Bad knowledge management
	Informal	Informal
	Diversity of the members	Bad board transitions
	Diversity of activities	Limited amount of trainers
	Diverse training possibilities	
<b>Extern</b>	Popularity similar sports	Unfamiliarity of the sport
		High physical requirements

## 4. Objectives

In the table below you can find the objectives for 2015-2020. If you want a more detailed explanation of how the realizations are contributing to the objective see "Appendix A".

#	Objective	Realization	Term
1	Activating committees	Organizing more events Thanking committees specific	Long
2	Knowledge management	(Digital) archiving	Long
3	More members	Promoting Introduction training sessions Sportkaartvrije week	Long
4	Group bonding	Group activities Competitions	Long
5	Good external relations	Exchanges with other sport clubs Maintaining public sites	Long
6	More competitive members	Competitive element in training Promoting competitions More training sessions Introducing a competition group	Long
7	Other disciplines of the sport	Exchanges with other sport clubs Promoting Van Lint week	Short

## 5. Activities

In the table below you can find a general activities list with all fields filled in as for the first year (2015-2016). The activities can be reused for following years. This way we can ensure the progress towards our objectives.

Activity	Objective	Date	Location	Responsible
GMA	1, 2, 4	30 April 2015	Trafalgar pub	Board 2014-2015
NSK survivalrun	6	9 May 2015	Delft	
H.O.L.H.O.W.	4	14-15-16-17 May 2015	Zeeland	Femke Smulders, Eva de Jong, Michiel Fortuin, Nicole Driittij
AT/OT BBQ	2, 4	30 May 2015	SSC	Board 2014-2015
Climbing Training	7	June 2015	SSC	Climbing Committee
Knotting Course	2	June 2015	SSC	Stijn de Milliano, Guy Dubois
Ultiem	4, 6, 7	June/August 2015		
Introduction week	3, 5	17-15-19-20-21 August 2015	Eindhoven	Board 2015-2016
AT Challenge	6	19 September 2015	Eindhoven	
Introweekend	2, 4	September/October 2015	Drunen	Board 2015-2016
Half-yearly GMA	1, 2, 4	November 2015	SSC	Board 2015-2016
International Cooking Night	1, 4	November 2015	To be defined	Board 2015-2016
Sinterklaas	4	5 December 2015	To be defined	Board 2015-2016
Dinxperloop	6	20 December 2015	Dinxperlo	Board 2015-2016
Van Lint week	3, 4, 5, 7	21-22-23-24 December 2015	SSC	Board 2015-2016
Christmas Dinner	4	25 December 2015	To be defined	Board 2015-2016
New year dive	4, 6	1 January 2016	Ergens met water	Everyone
GMA	1, 2, 4	2 April 2016	Trafalgar pub	Board 2015-2016
Batavierenrace	4, 6, 7	23-24-25 April 2016	Nijmegen – Enschede	
Exchanges	5, 7	---	---	Board 2015-2016