

# STRATEGIC PLAN

## 2025-2027

***Our vision is to inspire the improvement of engineering education. We build connections that motivate and support you to get involved in making engineering education better for people and the planet.***

**Our mission** is to advance and enhance engineering education by fostering a deeper understanding of the field. We achieve this by bringing together key stakeholders to share ideas, best practices, common goals, and experiences. Our activities span both higher engineering education and continuing engineering education for professionals, underscoring the fundamental role and responsibilities of engineers in global society.

### Our values

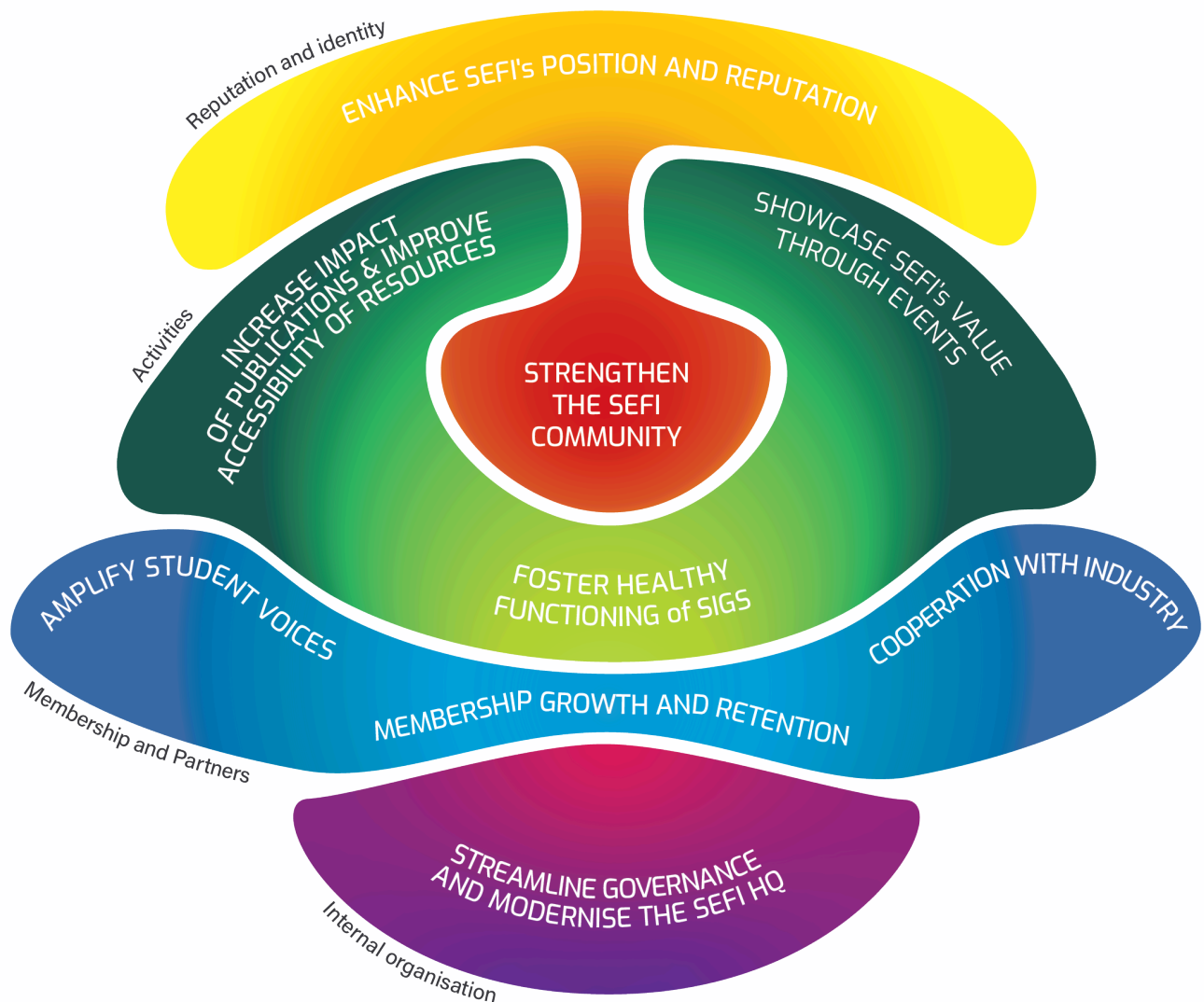
- **Creative, innovative and professional** in reaching the highest possible quality, while considering new scientific insights, technologies, and approaches, and encouraging creativity in our thinking, actions, learning and work;
- **Engaged and responsible** in achieving our goals and fulfilling our mission for the advancement of higher and continuing engineering education in Europe;
- **Sustainable** in working efficiently and effectively with technological achievements and within available environmental and economic resources, for the benefit of future generations;
- **Supporting and respecting diversity, equality and cultural differences** in our interactions and collaborations within SEFI and worldwide;
- **Inclusive** in involving stakeholders in higher and continuing engineering education, at individual, institutional, organisational and policy levels;
- **Open and transparent** in promoting cross-disciplinary exchanges and cooperating with a spirit of collaboration and openness;
- **Free from bias and unilateral impulses**, always striving to incorporate varied perspectives and professionalism in our decision-making.

# STRATEGIC PLAN 2025-2027

Our 2025-2027 strategy covers four key pillars: **Reputation and Identity, Activities, Membership and Partners, and Internal Organisation**. We have outlined nine high-priority strategic objectives along with corresponding activities and Key Performance Indicators (KPIs), as follows:

## Strategic objectives

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## Reputation and Identity

### 1. STRENGTHEN THE SEFI COMMUNITY

**Focus:** Advance SEFI's approach to engineering education research and practice through partnerships and innovation.

**Activities:**

- **Stimulate collaboration amongst higher engineering education stakeholders:** Foster partnerships to promote research and practical applications in engineering education.
- **Promote innovation in engineering education:** Organise and co-host events focused on advancing innovation in the field.

**KPIs:**

- Increase the number of research projects developed in collaboration with industry and academic institutions.
- Achieve a 10% increase in participant numbers at SEFI-organised or co-hosted events focused on innovation in engineering education.
- Establish at least one new collaborative initiative between industry and academia each year.



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### 2. ENHANCE SEFI'S POSITION AND REPUTATION

**Focus:** Position SEFI as the top engineering education society in Europe, strengthening its reputation and influence.

**Activities:**

- **Increase visibility:** Raise awareness of SEFI's impact and contributions in the field of engineering education.
- **Foster strategic partnerships:** Develop and strengthen partnerships to enhance SEFI's global presence.

**KPIs:**

- Achieve at least a 50% response rate in the annual satisfaction survey to gauge stakeholder engagement.
- Complete one comprehensive benchmarking report annually to evaluate SEFI's performance in comparison to peer organisations.
- Adjust SEFI's strategy to incorporate best practices from high-performing peers.
- Conduct an annual evaluation of the partnership register and consult stakeholders to ensure alignment and strategic coherence.



## Activities

### 3. INCREASE THE IMPACT OF SEFI PUBLICATIONS AND IMPROVE THE ACCESSIBILITY OF SEFI RESOURCES

**Focus:** Boost the visibility of the European Journal of Engineering Education (EJEE), the SEFI Journal of Engineering Education Advancement (SEFI-JEEA), the proceedings of SEFI conferences and broaden the dissemination of resources such as the SEFI podcast, newsletters, updates, and other materials produced by the SEFI HQ, members and SIGs.

#### Activities:

- **Monitor and support:** Assist the editorial teams throughout all publication phases, including the dissemination of information and ensuring a smooth financial process.
- **Ensure timely publications:** Support the editorial team and conference organisers to deliver the timely publication of journal articles and proceedings in order to ensure their relevance for both authors and readers.
- **Expand content distribution:** Optimise communication channels and materials to deliver timely and impactful content.

#### KPIs:

- Increase the scientific impact factor of EJEE.
- Publish at least 10 papers per year in SEFI-JEEA.
- Ensure that SEFI Conference proceedings are published within two months after the conference.
- Ensure that SEFI Conference proceedings have DOI assignments and are indexed in Scopus.
- Widen SEFI's audience to include more European institutions and other stakeholder organisations.
- Aim for a minimum 25% open rate for newsletters, produce one podcast per quarter, and maintain timely updates.



### 4. SHOWCASE SEFI'S VALUE THROUGH EVENTS

**Focus:** Effectively manage and support SEFI events to maximise value for members and stakeholders.

#### Activities:

- **Organise the annual SEFI Conferences.**
- **Organise the annual European Convention of Engineering Deans (ECED).**
- **Organise regional events.**
- **Organise Doctoral Symposiums.**
- **Organise Spring/Summer/Autumn/Winter schools.**
- **Organise SEFI@work webinars.**
- **Support external events.**



## KPIs:

- Maintain and grow participant numbers for all events.
- Receive positive evaluations each post-event survey.
- Publish post-event report within a month of all events.
- Attract 60+ attendees to the European Convention of Engineering Deans (ECED).
- Coordinate one regional event each year in collaboration with regional membership leads, ensuring successful execution and engagement.
- Coordinate at least one Spring/Summer/Autumn/Winter schools per year.
- Coordinate a minimum of five SEFI@work webinars annually, aiming to engage at least 100 participants throughout the year.
- Support at least two external events by members or partners.

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## 5. FOSTER THE HEALTHY FUNCTIONING OF SPECIAL INTEREST GROUPS (SIGS)

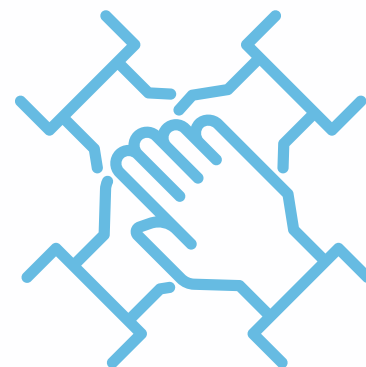
**Focus:** Provide support to SIGs, ensuring they remain active, effective, and responsive to the evolving needs of engineering education.

### Activities:

- **Engage with SIG chairs:** Conduct regular check-ins with SIG chairs to monitor the health, activity, and outcomes of each group.
- **Support new SIG projects, collaborations and activities:** Encourage activities, provide organisational support to new initiatives.
- **Allocate financial resources:** Plan a dedicated annual budget for SIG activities and expenses.
- **Support less active SIGs:** Assist in building a community around less active SIGs topics.

### KPIs:

- Organise three meetings per year for SIG chairs to discuss their needs.
- Ensure each SIG presents an action plan by January each year.



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### Membership and partners

## 6. CREATE A MEMBERSHIP GROWTH PLAN AND RETENTION STRATEGY

**Focus:** Develop a growth plan alongside a strategy to retain current members.

### Activities:

- **Analyse growth and set clear targets:** Evaluate current membership growth trends and set realistic growth targets for the next two years.
- **Leverage regional events for expansion:** Engage both potential and current members by attending regional events, offering opportunities for networking, and following up after the event.



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- **Strengthen relationships with current members:** Establish a routine of regular check-ins with current members to assess satisfaction and highlight available benefits.
- **Create a "spark" document for deans to effectively promote SEFI's value:** Develop a concise, impactful document that highlights SEFI's value propositions, key benefits, and membership advantages that can be tailored to deans to help them advocate for SEFI within their institutions.

## KPIs:

- Achieve 10% growth within 2 years.
- Connect with current and potential regional members at events and ensure timely follow-up.
- Conduct annual member check-ins and provide updated list of benefits.
- Develop communication materials for use after SEFI conferences or at the start of the year.

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## 7. AMPLIFY THE VOICES OF STUDENTS

**Focus:** Recognise the student voice as central to SEFI's mission, with a focus on diversity and inclusivity.

### Activities:

- **Expand student reach:** Establish new relationships with student groups at institutions.
- **Uphold current student connections:** Maintain a strong relationship with BEST/ESTIEM.

### KPIs:

- Connect with five strong student associations.
- Collaborate with BEST/ESTIEM on activities throughout the year.



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## 8. BOOST COLLABORATION WITH INDUSTRY

**Focus:** Develop a growth plan alongside a strategy to retain current members.

### Activities:

- **Open communication:** Conduct regular interviews with existing partners to assess mutual goals, provide value-driven support, and ensure open communication.

### KPIs:

- Develop and maintain mutually beneficial long-term corporate partnerships.
- At least one new activity with corporate partners per year.



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## Internal organisation

### 9. STREAMLINE GOVERNANCE AND MODERNISE THE SEFI HQ

**Focus:** Align internal processes with SEFI's values and continue to advance SEFI's mission by enhancing operational efficiency, communication, and effective governance while ensuring the organisation's long-term sustainability.

**Activities:**

- **Optimise internal processes:** Clearly define, document, and regularly update internal processes, making them accessible to SEFI members to promote greater transparency.
- **Roll out an impactful communication plan:** Develop and implement a comprehensive SEFI communication strategy and communication plan for more systematic outreach and effective engagement with stakeholders.
- **Attract diverse new members to the Board of Directors:** Recruit a diverse Board of Directors, representing various membership types, career stages, genders, ages, and countries of origin, to ensure all SEFI members are well-represented.
- **Diversify revenue streams:** Explore alternative sources of revenue and diversify financial resources to provide more flexibility and ensure financial sustainability.
- **Support continuous learning for staff:** Offer ongoing professional development opportunities for staff to ensure their skills and competencies remain aligned with their roles and responsibilities.



**KPIs:**

- Update and review handbooks annually, with all organisational processes documented and stored in an easily accessible repository for SEFI members.
- Draft, approve and review the SEFI communication plan annually to ensure alignment with organisational goals and stakeholder needs.
- Recruit at least one new BoD member annually from underrepresented regions or groups.
- Identify and implement new revenue streams, with a minimum of one alternative income source added within the strategic period.
- Ensure all SEFI permanent staff members complete a minimum of two relevant training sessions per year.

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### A Living Document

*This Strategic Plan is not static; it is designed to evolve in response to emerging needs and feedback from our members and stakeholders. We will periodically review and refine our actions to ensure they remain impactful and relevant.*

*We encourage all members to actively engage with this strategy. Your insights, ideas, and participation are invaluable as we work together to shape the future of engineering education.*