

# Three-Year Strategy 2025–2028

Erasmus Student Network



# 1. Introduction

This document outlines the **Three-Year Strategy for 2025-2028 of the Erasmus Student Network**. As the leading student organisation working with international mobility, it is essential that ESN not only defines a long-term vision with strategic priorities for 2025-2031, leading to the development of long-term goals, but also **establishes a mid-term strategy to guide the organisation in achieving these objectives over the next three years**, leading up to the implementation of this document. It is important to note that this document, like any other strategic document of ESN, defines the strategy for the entire Erasmus Student Network, setting overarching goals for the National Organisations and Sections.

The presented strategy was developed through an extensive consultation process within the ESN Network between 2024 and 2025. It builds upon previous years' strategies and, as mentioned above, develops the Erasmus Student Network Vision and Strategic Priorities 2025-2031. For the next three years, ESN will continue improving international mobility, focusing on how the Union of Skills will impact the development of negotiations for the Erasmus+ programme 2028-2034. ESN will closely monitor the implementation of current mobility programmes, particularly the Erasmus+ programme, and will continuously propose improvements based on student feedback. We will work on strengthening our branding and image, as well as reinforcing our external relations and advocacy efforts. Internally, ESN will focus on building a better and stronger governance structure, ensuring greater cohesion within the Network while remaining united in diversity. We will also prioritise the digitalisation process of ESNcard, the Network's only membership tool, and ensure that our internal processes become more digital. Furthermore, ESN must have a stronger voice on matters concerning digital mobility, not only within ESN but also in the higher education sector, ensuring that students' voices are well represented. Finally, we must improve how we measure our impact, particularly the impact of our activities and events, ensuring that our events are sustainable and reflect the Network's needs. These first three years will be a crucial stepping stone in this process.

To support the development of these mid-term goals, an annual Action Plan should be developed, setting clear and measurable goals for each mandate of the Erasmus Student Network. The Three-Year Strategy for 2025-2028 was officially approved during the spring General Assembly 2025 in Dubrovnik, Croatia.



## 2. Three-Year Strategy 2025–2028

### 1) INTERNATIONAL MOBILITY AND STUDENT SUPPORT

*ESN will empower the Erasmus Generation to actively support international mobility. ESN will facilitate all phases of mobility, ensuring that mobility is an enriching experience - not only for students but for society as a whole. ESN is committed to promoting high-quality mobility and education by continuously promoting opportunities and exploring different mobility formats. Moreover, ESN will provide comprehensive support to all international students alike, ensuring inclusivity and accessibility for all.*

**1st Goal - Support quality mobility by ensuring that students have access to an enriching experience with adequate funding, equal opportunities, proper accommodation, and full recognition of learning outcomes abroad.**

- Reinforce access to quality mobility for more international students, ensuring they have a positive experience throughout all mobility phases—before, during, and after mobility.
- Empower national and local levels with the necessary competencies to understand students' needs and implement advocacy actions aimed at improving learning mobility programmes.
- Increase ESN's research capacity by optimising the collection and analysis of student data, reinforcing our ability to generate breakout reports from large data samples, and enhancing our capacity to compare our data with external sources.
- Seek European-funded projects and grants that provide ESN with resources to develop advocacy efforts and tools for better recognition and promotion of international student mobility opportunities.
- Continue working on the topic of international student housing by analysing the latest trends, collecting relevant data, applying for successive projects, and engaging the Network and external stakeholders in ongoing advocacy actions.
- Ensure ongoing efforts on the topic of automatic recognition of learning, ensuring that the “Council Recommendation on Promoting Automatic Mutual Recognition of Qualifications and Learning Periods Abroad”, published in 2018, is effectively implemented.
- Ensure support for international students before, during, and after mobility by assisting with their application and return process and collaborating with responsible higher education institutions to ensure a smooth mobility experience.
- Enhance student well-being in international mobility by collaborating with the responsible authorities and ensuring that the issue of student dropout during mobility is thoroughly analysed and addressed.
- Ensure that all exchange students going abroad on an Erasmus+ mobility are aware of the Erasmus Student Charter. Additionally, capacitate our national and local volunteers on its importance and the rights and responsibilities associated with the document.

- Continue working on the timely distribution of grants, ensuring that international students receive their grants before going abroad, with a particular focus on students with fewer opportunities.

## **2nd Goal - Promote different types of mobility and support Erasmus+ participants, international students, and full-degree international students.**

- Expand ESN's involvement beyond Higher Education by increasing support for participants in mobility opportunities from other educational sectors. Strengthen our capacity to build synergies between Higher Education and other sectors, focusing on the Vocational Education and Training (VET) sector.
- Develop specific measures to support Erasmus+ trainees before, during, and after their mobility periods.
- Ensure that ESN supports diverse mobility types within Erasmus+ while also enhancing our knowledge of Erasmus+ opportunities beyond traditional Erasmus+ studies. This will enable a comprehensive understanding of the programme's full potential and foster synergies between different mobility types.
- Strengthen our Network's support for integrating full-degree international students abroad, ensuring they feel welcomed and included.
- Continuously support mobility opportunities for students outside the EU and advocate for greater accessibility for EU students to study or train beyond Europe.
- Provide ongoing support to ESN member countries in developing initiatives for students in other mobility programmes, such as NordPlus, SEMP, and the Turing Scheme.
- Ensure that ESN remains a key actor in the European Degree process while reinforcing our expertise in Quality Assurance and the Bologna process.
- Strengthen ESN's position and engagement in the European University Alliances initiative, contributing to its development and impact.

## **3rd Goal - Support all phases of mobility by maintaining continuous engagement during the mobility period and strengthening efforts before and after, ensuring that we remain ambassadors of international mobility.**

- Position ESN as a key stakeholder in tracking alumni of exchange programmes, reinforcing the ESNcard as the largest platform for Erasmus alumni and increasing our engagement with them.
- Enhance support in the pre-mobility phase, establishing ESN as a key stakeholder for outgoing students by ensuring that, even before they go abroad, they are aware of and connected to a Section ready to support them.
- Engage non-mobile students by developing effective communication strategies to reach those who have not yet considered going abroad, raising awareness of international mobility opportunities.
- Strengthen support in the post-mobility phase, ensuring that mobility is a lifelong experience and helping students fully realise and capitalise on the impact of their mobility after returning home.

**4th Goal - Guarantee that mobility opportunities are sustainable and accessible while advocating for equal access for all students and promoting diverse mobility formats tailored to students' preferences.**

- Strengthen ESN's capacity to support students from diverse backgrounds and nationalities by fostering collaborations at local, national, and international levels. Ensure a continuous commitment to inclusion and diversity by actively advocating for more accessible mobility opportunities and leading successor projects to SIEM and DIEM.
- Champion a student-centred approach to teaching and learning, promoting flexible learning paths that accommodate diverse student needs.
- Advocate for mobility programmes tailored to students' experiences and needs, ensuring they are fully prepared and supported before embarking on their Erasmus+ study journey.
- Strengthen ESN's efforts to support student organisations, student groups, and individuals worldwide who are interested in internationalisation. Provide them with meaningful opportunities to engage with others and expand their knowledge.
- Promote sustainable mobility initiatives, ensuring continuity for projects such as the Green Erasmus project and continuously developing the Interrail Pass for Erasmus+ to encourage more environmentally friendly travel options.

**5th Goal - Ensure that the knowledge and skills gained during mobility are effectively utilised post-mobility and aligned with job market demands.**

- Position ESN as a leading stakeholder in the Union of Skills, ensuring alignment between Erasmus+, Higher Education, and the European Commission's ambitious new goals. At the same time, ensure that Higher Education and mobility remain relevant in this new era by adapting to emerging trends and addressing the evolving needs of students and the labour market.
- Align post-mobility efforts with job market demands, ensuring that international students can effectively translate their mobility experience into career opportunities.
- Advance twin transition competencies by creating a learning space for students and volunteers to acquire digital and green skills. Provide dedicated learning paths and opportunities to apply these skills within the Network, enhancing both volunteer experiences and future career prospects.
- Equip ESN volunteers with the necessary competencies to meet the evolving needs of the Erasmus+ programme, ensuring they are well-prepared to support students effectively.
- Advocate for improved visa procedures through an Erasmus+ Visa, facilitating student mobility and ensuring smoother transitions for international students.
- Promote the results of the ErasmusCareers project, ensuring its long-term sustainability and securing funding for successor projects to further support students' career development.



## 2) VOLUNTEER MANAGEMENT AND DEVELOPMENT

*ESN volunteers will be ambassadors of mobility and international students, reflecting the Network's Values in their work. To support the growth of its volunteers, ESN will foster competence development through structured learning paths, ensuring that volunteers acquire valuable skills that are recognised both within the organisation and on the job market. ESN will create a sustainable and rewarding volunteering experience on all levels that benefits both individuals and the Network as a whole.*

**1st Goal - Implement a unified and structured HR strategy to strengthen volunteer engagement, support long-term involvement, and maintain consistency across the Network, with volunteers representing the Values and Mission of ESN.**

- Create HR Guidelines that address HR processes and volunteer engagement across all three levels of ESN. The guidelines should focus on strengthening volunteer recruitment, retention, and development, ensuring consistency in volunteer management.
- Revise and create materials on the topics of recruitment, onboarding and volunteer retention to provide clear guidelines and best practices and ensure a consistent and effective approach to engaging and integrating volunteers across all levels, helping them understand their roles and ESN's Values.
- Explore the topic of offboarding and develop a straightforward, standardised process to ensure smooth transitions for volunteers who are leaving the organisation.
- Strengthen ESN's internal research capacity by implementing diverse methodologies and optimising data collection across the Network. Ensure that we gather sufficient data through the development of the ESN Volunteer Survey.

**2nd Goal - Develop effective knowledge transfer frameworks to secure continuity, growth, and sustainability within the organisation.**

- Explore and research best practices for knowledge management inside and outside of the organisation to identify effective methods for knowledge transfer that would fit volunteers on all levels of ESN.
- Make ESN Wiki the central knowledge hub and database for volunteers by revising and updating existing content, creating new material where needed, and implementing features to enhance user experience. Foster a culture of regular use, ensuring that the Wiki becomes a go-to resource for volunteers to access valuable information and support knowledge transfer across the organisation.

**3rd Goal - Establish clear learning paths for competence development, supporting personal growth within the organisation while equipping volunteers with transferable and valued skills for the job market and beyond.**

- Map out the tasks, responsibilities, and competencies for equivalent positions across ESN and educate volunteers on how to communicate these skills outside ESN and apply them in the job market.



- Revise the timeline and concept of international events, ensuring that they fit the needs of the Network.
- Revise the myESNcareer service to assess whether the competence development component is still relevant for our volunteers and is realistic in terms of our resources.

**4th Goal - Develop recognition systems that acknowledge volunteer contributions, keeping them engaged in ESN while formally recognising their competence and validating their skills for professional and educational settings.**

- Cultivate a culture of volunteer appreciation by recognising their contributions, celebrating achievements, and providing ongoing support to ensure they feel valued and motivated throughout their involvement.
- Establish a system for issuing certificates after events and upon holding positions, validating the skills, knowledge, and contributions of volunteers.
- Encourage the integration of ESN volunteering into university credit systems (ECTS), following the good practices already established by some countries.
- Implement ESN's micro-credentials system, ensuring that volunteers receive formal recognition for their contributions through an officially recognised certification framework provided by the organisation.

**5th Goal - Create a sustainable, inclusive, and meaningful volunteering experience that prioritises well-being and engages both current volunteers and alumni.**

- Ensure the well-being of ESN volunteers by promoting a culture of recognition, fostering a healthy balance between personal life and volunteering, and continuously monitoring and adapting the organisational culture to support their needs.
- Review HR processes and map out strategies to make them more inclusive and ensure a safer environment for all members.
- Explore how to improve the financial affordability of volunteering, making participation more accessible by reducing cost barriers.
- Prioritise forming alumni communities across all levels, allowing active members to learn from alumni while keeping alumni connected to ESN and involved in its growth.



### 3) GOVERNANCE AND MEMBERSHIP

*ESN will focus on strengthening its governance structure and ensuring clear, efficient and democratic decision-making processes with a strong and united membership. The Network will maintain its identity while unifying internal procedures and promoting transparency, fostering collaboration and cohesion across all levels. ESN will aim for quality, sustainable growth and development across all member countries, supporting local and National Organisations to enhance their capacity and effectiveness. The ESN Headquarters, with its sustainable structure aligned with ESN's goals, will support the work of the board and the Network to enhance the overall impact of ESN.*

**1st Goal - Standardise governance and membership practices across all levels of ESN to ensure aligned and democratic decision-making, improve communication flow, and maintain a cohesive identity within the Network.**

- Analyse the current governance structures and decision-making processes within ESN to ensure they are democratic, representative, and aligned with best practices. Implement improvements to make consultation and decision-making more inclusive and transparent across all levels of the Network.
- Plan and implement a structured approach to ensure that all National Organisations and Sections become legal entities, aligning with both ESN's membership requirements and the legal frameworks of their national contexts.
- Review and standardise membership requirements across the Network to ensure consistency in membership practices.
- Establish the ESNcard as the universal membership card for the Erasmus Generation, ensuring its recognition, value and implementation across all member organisations.
- Optimise the use of online communication tools and platforms to improve information flow, increase member engagement, and streamline communication across the Network through centralised platforms, ensuring transparency and better knowledge retention.
- Strengthen the Network's identity and the volunteering spirit by providing guidelines and supporting materials that define what it means to be part of ESN, helping volunteers and organisations understand their roles and responsibilities.

**2nd Goal - Develop and implement targeted strategies to support member organisations, ensuring sustainable growth and development and reducing disparities in quality and capacity across the Network.**

- Improve the Quality Assurance process, ensuring it becomes the primary tool to assess the Network's performance, complemented by the National and Section Questionnaires, to guide the support provided to member organisations and inform strategic planning and decision-making. Review the role of Network Care Teams and clarify how each team can support the development of National Organisations.



- Implement strategies to ensure the sustainable development and growth of member organisations, helping them increase their impact and expand their reach within their communities. Create standardised requirements for candidate organisations and establish clear guidelines for their onboarding process.
- Provide tailored support for the professionalisation of National Organisations, focusing on their specific priorities, needs, and capacity.

**3rd Goal - Optimise the structure of ESN's governance to ensure all National Organisations have equal representation and opportunities, promoting unity through diversity while adapting governance practices and structures to national contexts.**

- Evaluate the current structure of regions and the organisation of Regional Platforms as events, taking into account the Quality Assurance process and the specific needs of the regions and countries.
- Ensure the implementation of the ESN Code of Conduct at all levels of the Network. Review and revise safety procedures to ensure they protect members and align with ESN's Values, fostering a safe and inclusive environment.
- Review the current governance procedures and documents, improving them to better fit the operational needs of the organisation.
- Adapt governance practices to better meet the unique needs of different local and national contexts, ensuring each Section and National Organisation is included and equally represented.

**4th Goal - Ensure the sustainability of ESN International's structure and Headquarters, aligning its operations with the broader goals of ESN while providing support to facilitate the work of member organisations and enhance the Network's overall impact.**

- Continue improving the HR and work management processes at the Headquarters to ensure efficient and effective operations, resource allocation, and internal coordination.
- Review and optimise the structure of the Headquarters, clarifying the role and responsibilities of the Board.
- Revise the structure and purpose of ESN International Support Structures, ensuring they are aligned with the Network's strategic objectives. Implement validation tools for volunteer roles within these teams and create structured development plans to support volunteers at the international level.
- Achieve greater financial sustainability by building reserves equivalent to six months of operational revenue.
- Refine the Headquarters' work in financial reporting and budgeting to ensure better tracking and transparency.
- Take financial responsibility for the Erasmus Generation Meeting (EGM) and increase support from ESN Headquarters, following the concept note for the future of EGM, to ensure greater oversight and sustainability.
- Strengthen ESN's ability to secure and manage diverse CSR and corporate partnerships, following a new strategic management and acquisition approach to maximise private funding contributions.

- Expand corporate partner involvement in ESN initiatives beyond marketing by developing concrete plans for collaborations in events such as the EGM Expo, International Erasmus Games, and career and development services.



## 4) VISIBILITY, OUTREACH AND EXTERNAL RELATIONS

*ESN will be a unified and widely recognised brand of the Erasmus Generation, serving as the voice of international students and the leading advocate for mobility programmes within and beyond Erasmus+. By actively promoting participation in opportunities for intercultural dialogue, internationalisation at home, and the impact of volunteering, ESN will increase its outreach, strengthen its partnerships, and enhance its recognition. Through strategic communication and collaboration with relevant stakeholders, ESN will reinforce its position as the key organisation supporting international mobility, ensuring its presence in decision-making spaces.*

### **1st Goal - Maintain a cohesive and recognisable brand identity across all levels of ESN, communicating a strong and consistent image of the organisation.**

- Empower ESN volunteers as the ambassadors of the ESN brand as an image of the key organisation in supporting international student mobility.
- Ensure the recognition of the brand of ESN as Europe-wide, highlighting ESN's unique impact and differentiating it from other organisations.
- Facilitate sessions and workshops to deepen the knowledge on branding for the local and national level volunteers by connecting it to a broader picture of the organisation and Mission, Vision, and Values of ESN, rather than purely using the visual identity.
- Explore the option of trademarking ESN's projects and initiatives, such as ESNcard, ErasmusIntern and International Erasmus Games.
- Provide the Network with resources and materials to improve the visibility and recognition of ESN on all levels.
- Align the ESNcard with the ESN brand to shift the narrative towards the "membership card of the Erasmus Generation" rather than a discount card.
- Strengthen the Erasmus Generation Meeting as the key student-led conference discussing the internationalisation of education in Europe and beyond, expanding its external visibility and participation of the local community, building on the outcomes of each year's event.

### **2nd Goal - Enhance ESN's visibility in both traditional and digital media by highlighting impactful initiatives and the power of volunteering.**

- Promote the services and initiatives of ESN continuously, such as the Erasmus Generation Portal, International Erasmus Games, ESNcard, ErasmusIntern, and Erasmus E-book, towards international students.
- Develop the Erasmus Destination of the Year initiative further in parallel with the development of the Erasmus Generation Meeting.
- Improve and encourage the collaboration between the ESN International volunteers and the Communications Department of ESN Headquarters to work on projects related to communications and distribute the workload.
- Establish sustainable media cooperations to increase the publishing of ESN content and coverage of ESN activities across all levels by actively reaching out to media outlets and offering training for national-level volunteers.

- Encourage and create joint digital campaigns with the Network to widen ESN's reach and establish a unified public image of the organisation.

**3rd Goal - Actively promote mobility opportunities, ensuring that students have greater access to information about available programmes and initiatives.**

- Provide comprehensive and up-to-date information about mobility opportunities through outlets such as the Student Guidebook, Erasmus E-book, and Erasmus Generation Portal.
- Diversify the mobility information on the social media channels of ESN, focusing on youth as the target audience.
- Leverage the @Erasmus.Generation Instagram account to promote mobility through a peer-to-peer approach and testimonials, making sure the ownership of the account stays with the Erasmus Generation.
- Create a promotion cycle between the Erasmus Generation Blog, the Erasmus Generation Perspective podcast, and the @Erasmus.Generation Instagram account to increase the visibility and clear connection between the platforms.
- Diversify the content of the Erasmus Generation Blog by covering stories from Erasmus+ and other student exchange alumni to showcase the importance of mobility in self-development and employability.

**4th Goal - Ensure ESN's ongoing advocacy efforts for the recognition of the role international student mobility plays in education, increasing awareness among stakeholders about its importance and safeguarding the credibility of our actions.**

- Lead the negotiations for the new Erasmus+ programme 2028-2034 through The Future is Erasmus initiative and continue the revision process of the current Erasmus+ programme, ensuring the engagement of all levels of the Network.
- Under The Future Is Erasmus campaign, advocate for a fivefold increase in the Erasmus+ budget. Following the conclusion of the negotiations, ensure that ESN continues to push for an annual increase in the Erasmus+ budget, reinforcing its commitment to expanding and improving international mobility opportunities.
- Contribute to the improvement of the Erasmus+ programme through ESN's six thematic areas, known as ESN Causes, and strengthen advocacy efforts at all levels to drive meaningful change in international student mobility.
- Ensure the outreach and visibility of ESN's research and policy outputs, guaranteeing that students' voices are well-represented and effectively advocated for in policy discussions and decision-making processes.
- Continuously develop policy outputs that address student needs and reinforce international mobility in higher education as a priority of the Erasmus+ programme while shaping the programme's future by reflecting on its different phases and the evolution of its four horizontal priorities.
- Publish positions, reactions, and recommendations following key developments in the European Union and the world, and empower the countries of ESN to make their own positions regarding mobility news in their countries while ensuring that every position they take is connected with student mobility.



- Ensure the creation of clear outputs after each edition of the Erasmus Generation Meeting, providing well-defined conclusions and recommendations to strengthen the impact of the event and contribute to the ongoing development of international mobility.

**5th Goal - Strengthen collaboration with diverse stakeholders to advance internationalisation, ensuring that the student voices are heard and their recommendations for improving mobility are considered and implemented.**

- Utilise the Erasmus Generation Meeting as a platform for connecting all actors and supporting international student mobility, fostering stronger collaboration between higher education institutions, national and international authorities, volunteers, and students.
- Support national and local ESN organisations in building relationships with their stakeholders in higher education.
- Deepen the external representation role of the Board members in their assigned fields or portfolios.
- Expand ESN's collaboration with National Agencies and National Authorities responsible for mobility and internationalisation by, among others, getting directly involved in common initiatives.
- Continue to engage with a diverse range of stakeholders, empowering Liaison Officers to take the lead in their respective portfolios while fostering collaboration among all actors involved.



## 5) DIGITALISATION OF MOBILITY AND IT INFRASTRUCTURE

*ESN will enhance its digital ecosystem with centralised platforms, ensuring a seamless, branded experience for students and volunteers alike. ESN will set clear IT standards, align with the digitalisation priorities in different mobility programmes, and guide IT development within the Network. Investment and innovation in IT must come from within. Thus, volunteers will be empowered and supported by a strategic IT Vision to gain the digital skills and competencies needed to effectively employ the tools and support students.*

### **1st Goal - Integrate students and volunteers into a tailored digital ecosystem to facilitate and enhance the mobility experience.**

- Implement the Digital ESNcard in multiple countries, initiating the full transition process towards phasing out physical plastic cards in those regions. Ensure a smooth adoption by establishing necessary procedures and support systems thus enhancing the accessibility and sustainability of the ESNcard project.
- Implement the AMS platform as the central login system for students, ensuring seamless access across various ESN platforms. This system should be integrated into all platforms requiring student user accounts, including ErasmusIntern, ErasmusJobs, and the upcoming event platform, streamlining the user experience and improving accessibility.
- Establish ESN Accounts in combination with an active ESNcard as the volunteers' ESN identity.
- Start the development plan of an in-house event management platform tailored to the needs and structure of ESN.
- Optimise the IT infrastructure by reducing the number of platforms ESN utilises and merging platforms and websites.
- Unify ESN's IT infrastructure by standardising IDs across all platforms and enabling data exchange via API interaction. This will allow ESN to create in-house datasets, analyse data across platforms, and improve resource allocation and development efficiency.
- Provide an ecosystem to students where multiple platforms can be utilised once or more throughout the mobility journey, enabling better information and higher-quality mobility support services.
- Aim for a Network-wide adoption of a centralised Buddy System platform by supporting future development and implementation.
- Develop a sustainable monetisation strategy for ESN's digital platforms by integrating partners and stakeholders beyond traditional advertising.
- Position the Erasmus Generation Shop as a central webshop for the ESN Network and students.

### **2nd Goal - Implement the digitalisation priorities of mobility programmes to strengthen capacity building, promote knowledge sharing, and foster the development of digital competencies and skills within the Network and for students alike.**



- Raise ESN's profile in work related to the digital transformation of mobility programmes, advocating for the removal of paperwork and the improvement of the student experience through Erasmus Without Paper or other similar frameworks and initiatives.
- Built a substantial knowledge base on topics related to digitalisation in mobility, including but not limited to InclusiveMobility, the Erasmus Generation Portal, Erasmus Without Papers, the European Student Card, and ErasmusIntern.
- Ensure that ESN volunteers understand the evolving landscape of mobility towards digitalised procedures and are equipped to utilise ESN's knowledge base to effectively support incoming and outgoing students throughout the transition and digital processes.

**3rd Goal - Execute a robust and unified digitalisation strategy to ensure consistency, efficiency, and effectiveness across the organisation.**

- Develop Network-wide digital priorities aligned with the needs of the three levels of ESN, ensuring they are balanced with the overall development of the ESN ecosystem. Establish and communicate a clear vision for the ESN digital ecosystem, including Network-wide standards, and work collectively towards this vision by upholding these standards and aligning priorities accordingly.
- Establish guidelines for interoperability, ensuring different local and national tools can integrate with central platforms of ESN International, giving Sections and National Organisations the continued opportunity to employ self-created tools within the bigger ecosystem of ESN.
- Create documentation and best practices for Sections and National Organisations within the wider IT Community to use and transition to central platforms provided by ESN International.
- Find a balance between developing platforms that tend to the core needs of the Network and developing tools and platforms that support students directly from ESN International.
- Establish a clear feedback procedure for services and platforms of ESN, and document development cycles, creating clarity in timelines and expectations.
- Develop capacity within the Network to provide digital and in-person support for our platforms and services on the national and local levels.
- Create an analysis and publish recommendations and guidelines for the usage of new upcoming technologies and how Sections and National Organisations can implement them in a safe and sustainable manner.

**4th Goal - Align existing tools and standards in the Higher Education sector to streamline the student experience and provide high-quality online and offline support.**

- Align existing tools and create new tools following the standards of the Interoperability framework to provide integration with institution tools and existing digitalisation efforts in the higher education sector.

- Research the feasibility and implementation of student verification within ESN's ecosystem using the European Student Card, ensuring seamless integration and enhanced authentication for students across ESN platforms and services.
- Ensure that InclusiveMobility.eu has become the industry standard platform for information about inclusion and support services offered by higher education institutions, national agencies and ministries for education to international students.
- Cooperate with institutions to align efforts and strengthen knowledge and capacity within both ESN's volunteer base and Higher Education institutions. Foster collaboration at all three levels of ESN around the digitalisation process and tools, enhancing joint efforts to improve mobility services and streamline international student experiences.





## 6) IMPACT AND COMMUNITY ENGAGEMENT

*ESN will work on creating a lasting impact on society by positioning international mobility at the heart of local communities, bridging the gap between international students and their new environments. ESN will prioritise the quality of student experience, ensuring that initiatives and activities align with ESN's Mission and meet the needs of the Erasmus Generation. By offering better services and activities, collaborating with other civil society organisations, and effectively measuring our impact, ESN will empower students to become true changemakers in society.*

### **1st Goal - Provide quality activities to international students and improve its initiatives to better establish ESN as a central piece of the local communities.**

- Enhance Erasmus in Schools as a key initiative of the Network to promote mobility opportunities for students and strengthen the impact of Erasmus in local schools and communities.
- Develop new materials and update existing ones to support the Network in promoting activities and showcasing their impact on society.
- Enhance the quality of welcome activities organised by local volunteers, ensuring that students are well-integrated into the local community from day one. Additionally, ensure that these activities are organised in cooperation with local authorities to foster stronger community engagement and support.
- Ensure the sustainability of the International Erasmus Games by encouraging more countries to organise national rounds and more Sections to host local rounds, thereby maximising the project's true impact on society.
- Ensure that the European University Alliances initiative remains relevant for community building by promoting its activities to the local community, international and local students and by empowering ESN volunteers to actively participate and enhance their engagement in alliance initiatives.
- Revise the concept of programmes and projects within ESN, reintroducing the SocialErasmus project to ensure their relevance, impact, and sustainability within both the Network and the broader community.
- Use ESN Causes as a framework to implement quality activities across the Network, ensuring initiatives align with ESN's Mission and foster community engagement.

### **2nd Goal - Improve internal tools and mechanisms to measure ESN's impact effectively.**

- Ensure that the [activities.esn.org](https://activities.esn.org) platform remains relevant, up-to-date, and responsive to the needs of the Network, continuously improving its functionality and usability.
- Strengthen ESN's research capacity by enhancing the connection between student data and volunteer data, ensuring a clear link between student needs and ESN's internal priorities.
- Optimise the use of project outputs with long-term impact, ensuring that insights and results from past project initiatives continue to benefit the wider Network and society as a whole.
- Explore external tools and mechanisms developed by external actors to enhance impact measurement and evaluation.



- Ensure the development of Social Impact Days as an initiative that actively promotes and strengthens ESN's societal impact and promotion of mobility.

**3rd Goal - Enhance the impact of mobility participation by increasing international students' engagement in civil society activities during and after their mobility experience, fostering active citizenship among society.**

- Improve formal recognition of community engagement activities in exchange programmes and active citizenship during and after mobility, building on the results of the ECEM project.
- Ensure that international students remain active citizens in society, empowering and supporting them even while abroad, following the best practices implemented by the EGIA project.
- Empower students to give back to the community by encouraging them to join civil society organisations as part of their post-mobility journey or by involving them in innovative campus-based activities and initiatives.
- Strengthen youth involvement in the Erasmus+ programme or other mobility programmes by ensuring continuous participation in decision-making processes and guaranteeing the representation of student voices at all levels.

**4th Goal - Increase the reach of ESN by decentralising the way of work of Sections and cooperating more with other civil society organisations.**

- Cooperate with other civil society organisations to achieve common goals, particularly in areas where their expertise complements ESN's work and needs. Strengthening these collaborations will enhance the quality of ESN's activities and broaden its impact in the field of international mobility and student support.
- Increase the reach of the Network by fostering collaboration between Sections and diverse HEIs, extending activities to neighbouring areas, including rural regions and institutions without a dedicated Section.
- Strengthen ESN's recognition in the civil society space, ensuring its presence in key forums and discussions related to active citizenship and student engagement.
- Expand the reach of the ESNcard by enabling its use in cities without a Section, ensuring that international students can still benefit from its advantages.
- Promote ESN activities and initiatives even in areas where there is no Section, increasing awareness and engagement with ESN's Mission on a broader scale.



### 3. Timeline of Implementation

The "Erasmus Student Network: Three-Year Strategy 2025-2028" implementation timeline will begin on the 1st of August 2025 and conclude in 2028. In addition to the Three-Year Strategy, ESN will develop three annual action plans: Action Plan 2025-2026, Action Plan 2026-2027, and Action Plan 2027-2028.

The progress of these actions will be reported annually and consistently by the International Board through digital communication tools and during the respective General Assembly Meetings, ensuring accountability and providing opportunities for ESN volunteers to contribute and engage.





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