

Policy Plan

Board 2025/2026

15th Board



Academic Year

2025 – 2026

Chairwoman & Water Polo Commissioner

Valérie Eijsermans

-

Secretary & Swim Commissioner

Thijmen Rothuis

-

Treasurer

Zsófi Vanek

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Introduction

Tilburg – the city of students, the city of sports, the city of *Willem II*, and the city of *Brabantse gezelligheid*. So naturally, also the city of *Avalon*. Tilburg is known for its large student population, with several educational institutions based here, such as Tilburg University, Fontys, and Avans. More than 27,000 students live in this vibrant city. Tilburg invests heavily in student sports associations, which led to the founding of the student water polo and swimming association: T.S.Z.W.U. Avalon.

At Avalon, we aim to strike the perfect balance between sports and social life. We offer multiple water polo and swimming practices each week, with something for everyone. Whether you're a complete beginner or a seasoned athlete. No matter your level, you'll find a place in our pool.

Avalon actively takes part in various student competitions and tournaments for both swimming and water polo. But we're more than just sports. Social events are a big part of who we are. From our monthly Thursday activities (followed by drinks, of course) to our annual Christmas dinner, there's always something fun happening outside the water.

We believe it's important for every member to feel at home. Whether you're from Tilburg, another part of the Netherlands, or abroad. That's why we put a lot of effort into building a welcoming, inclusive, and international-friendly community. The board remains approachable at all times for any questions or concerns. After all, we're here to keep Avalon the close-knit, vibrant association that makes being a student in Tilburg even better.

In this policy plan, we will outline our approach and goals for the upcoming year as a board.

Identity of Avalon

T.S.Z.W.U. Avalon was founded on September 5, 2011, by J. Janssens, S. Willems, and T. Bruins. Since then, Avalon has made significant progress and has had many boards. Each board achieved something different. An overview of Avalon's entire history can be found in *Appendix I*.

Vision

This is the vision of Avalon as stated by the 15th board:

Avalon envisions becoming one of the largest and most recognizable student associations in Tilburg. Our long-term goal is to be known by every student in the city. Not only as a place to train, but as a vibrant and inclusive community where passion for water sports is shared, celebrated, and accessible to all.

We see Avalon as a home base for both Dutch and international students who want to engage in sport during their time in Tilburg. Whether they are new to swimming and water polo or have years of experience, Avalon offers a space where every student can feel welcome and find their place. In the pool and in the social life surrounding it.

Water polo, as the foundation of our association, remains a vital part of Avalon's identity. We envision a future where this sport thrives once again within our community.

We want to be a place where growth never comes at the cost of identity and where expanding our reach only strengthens our core values of community, passion, and inclusivity.

Mission

This is the mission of Avalon as stated by the 15th board:

To achieve sustainable growth, we as the 15th board of Avalon actively focus on increasing awareness of the association within Tilburg's student community through targeted promotion and expanding partnerships, including sponsorships. We are committed to enhancing the quality of our training programs by tailoring them to all skill levels, ensuring every member finds the development and challenge they seek.

Inclusivity is central to our mission; we strive to better engage international students and integrate them fully into our vibrant community. Additionally, we aim to strengthen our presence in the water polo scene by fostering personal connections and collaborations with relevant partners.

Through these efforts, Avalon will grow not just in numbers, but as a welcoming, high-quality, and respected student sports association

Core values

These three core values define who we are, guide our decisions, and shape the experience we offer every member:

1. Inclusivity
Every student belongs. Regardless of background, nationality or experience.
2. Community
From training sessions to social events, this is a place where friendships grow, where we support each other, where we make loads of fun and where memories are made. *We're* more than a sports club, we're a community you can truly be part of.
3. Growth
We believe there's always room to grow. In swimming, water polo, and as a team. *Whether* training, competing, or supporting each other, we embrace both fun and focus as we strive to keep improving together.

Board 2025-2026

During the first General Members Meeting (GMM) of the academic year, the 14th board will be voted out and the 15th board will be voted in. From that point on, the 15th board of Avalon will have been installed.

At the second GMM, there will be a review of the responsibilities of the newly installed board and a look ahead to the upcoming six months.

The 15th board consists of the three people listed below, along with their respective roles:

Chairwoman: Valérie Eijsermans (chairman@tszwvavalon.com)

Secretary: Thijmen Rothuis (secretaris.avalon@gmail.com)

Treasurer: Zsófi Janek (treasurer@tszwvavalon.com)

Swim Commissioner: Thijmen Rothuis (swimco@tszwvavalon.com)

Water Polo Commissioner: Valérie Eijsermans (poloco@tszwvavalon.com)

General objectives

These are the general objectives from the 15th board for the academic year of 2025-2026. Last year's objectives and their realisation can be found in appendix II. Our objectives are divided into **primary objectives** and **secondary objectives**.

Primary objectives

- 1. Increase the brand awareness of Avalon among Tilburg students, encompassing both swimmers and water polo players, with the ultimate aim of attracting more new members.**

Background

Despite Avalon's active presence on Instagram, distribution of merchandise and stickers throughout Tilburg, and frequent participation in events, many Tilburg students (including current swimmers and water polo players) are still not familiar with Avalon. This lack of awareness often leads them to join other sports clubs simply because they don't know Avalon exists. To grow our membership, it is essential that potential members know and recognize Avalon.

Approach

To achieve this, we will focus on increasing visibility and engagement through multiple channels. We will maintain consistent and targeted activity on social media platforms such as Instagram, TikTok, and LinkedIn to reach a broad range of students. At the same time, we will improve our website's search engine optimization to enhance our online presence and make it easier for prospective members to find information about Avalon.

Additionally, we will increase our presence at student events in Tilburg, using merchandise and direct interaction to create stronger connections with potential members. Collaborating with other local swimming and water polo clubs will also be a priority, as shared visibility benefits all parties involved. The Promo committee will be involved in this goal.

Also, we want to do more crosstrainings, so our visibility amongst other sport associations also increases.

To measure our progress, the 15h board aims to increase its online visibility by 40% within one year, based on metrics such as social media engagement and website traffic from Tilburg students. We also target a 25% increase in the number of interested contacts made at events. These targets will help us evaluate the success of our strategy and guide future adjustments.

2. Further improve swim training at Avalon to help all swimmers enhance their skills and achieve their personal goals.

Background

Avalon has many motivated swimmers at all levels, from beginners to advanced athletes. To keep everyone motivated and ensure continuous growth, the focus needs to shift towards personal goals. Currently, the main difference in training is often the number of laps swum, but we want to provide more tailored guidance. When a swimmer wants to improve a specific aspect, they should receive personal feedback and work together with trainers on a customized plan.

Approach

At the beginning of each year, swimmers will be asked to share their personal goals. This information will enable trainers to design individualized training plans tailored to each swimmer's ambitions. For example, if a swimmer wants to improve their 100 meter breaststroke time by three seconds within the year, trainers can offer focused technique guidance and targeted corrections during breaststroke exercises.

In addition, advanced swimmers may be grouped into smaller subgroups based on their specific goals so that some focus more on sprint training while

others focus more on endurance in order to maximize individual progress. This personalized training approach will support both individual development and the overall performance of the team.

3. Strengthen and promote the water polo branch of Avalon to ensure its long term continuity.

Background

In recent years, the water polo branch of Avalon has faced challenges. This is partly due to the departure of a generation of water polo players who had extensive networks within the water polo community. As they graduate and leave the association, the effect of word of mouth promotion has declined significantly. Despite this, it remains important to actively invest in the growth and visibility of the water polo branch to secure its future.

Approach

While we are still exploring the most effective long term strategy, we will work closely with the water polo committee to identify opportunities, coordinate efforts, and ensure that the branch remains active and visible within the water polo community. We also want to stay connected to TRB, and try to start a collaboration with them.

4. Develop a multi-year policy plan for Avalon covering the period from 2025 to 2030.

Background

Avalon changes boards every year. To ensure continuity and prevent each board from starting from scratch, a multi-year policy plan is needed. This plan will set clear long-term goals and be developed together with the advisory board and former boards to build on previous efforts.

It is important that all future boards commit to this plan and regularly reflect on progress during both general and biannual members' meetings.

Approach

Avalon will work closely with the advisory board and former boards to draft a policy plan outlining goals for 2025-2030. After adoption, the plan will be shared with current and future boards to ensure ongoing commitment.

To keep the plan alive, progress will be reviewed and discussed at every members' meeting, fostering transparency and continuity across board changes.

Secondary objectives

A. Increase the involvement of international students within Avalon and create an inclusive environment where they feel fully welcomed and engaged.

Background

Avalon is an English speaking association, which is something we are proud of. Many of our members are non Dutch speakers, yet the culture of the association still feels predominantly Dutch. This is noticeable during activities where Dutch is often spoken, which can make international members feel less comfortable and less included. International students may need an extra push to become fully involved, and it is our responsibility to make that happen.

Approach

We will actively focus on making international students feel welcome and included by encouraging both board members and active members to engage with them more directly. This includes setting an example during activities by using English consistently and ensuring all communication is accessible to everyone.

We will also seek collaborations with international organisations in Tilburg, such as ESN, to strengthen our network and create opportunities that appeal specifically to international students. These collaborations can open the door to joint events and activities that promote integration within Avalon.

Our aim is that by the end of the season, at least 80 percent of international members report in a feedback questionnaire that they feel welcomed and included in the association, and that participation by international members in activities increases by at least 20 percent compared to the previous year.

B. Secure new sponsors for Avalon through active acquisition to support the club's growth and enhance member experience.

Background

Sponsors play a vital role in providing both financial support and visibility for Avalon. With additional funding, the club can organize more engaging activities, improve resources, and create an even stronger sense of community, which in turn attracts more members. At present, Avalon has limited sponsorships, which restricts the scale and quality of what we can offer.

Building a structured approach to sponsorship acquisition is therefore essential for long-term growth.

Approach

We will actively pursue sponsorships at two levels. First, we will focus on securing micro sponsors from local businesses or individuals who are willing to contribute small amounts or provide in kind support such as gift cards or promotional items. These can be used as prizes or incentives during activities, creating value for both members and sponsors. This will involve direct outreach to local shops, cafes, and service providers to build personal connections and highlight the benefits of partnering with us.

At the same time, we will begin identifying and approaching potential major sponsors who can provide more substantial financial contributions. For these larger partnerships, we will prepare tailored proposals outlining the mutual benefits, such as brand visibility at events, on club merchandise, and through our social media channels. By combining smaller and more frequent sponsorships with long term partnerships, we will create a stable and diverse sponsorship base that supports our ambitions for growth and visibility.

Our target is to secure four new micro sponsors and one new major sponsor by the end of the academic year 2025 - 2026.

C. Maintain the student atmosphere within Avalon and actively measure and address members' needs to strengthen engagement and satisfaction.

Background

Avalon is more than a sports association; it is a student association that values both athletic performance and social connection. Maintaining this student atmosphere is essential to keep members engaged and motivated. While we are already doing well in offering social activities, there is still room to strengthen the sense of community, encourage interaction across different committees, and ensure members feel heard. Gathering feedback regularly will help us adapt our activities and policies to meet the evolving needs of our members.

Approach

We will introduce initiatives that strengthen both the social and community aspects of Avalon. At the start of each season, we will organise a photoshoot for every committee. This not only creates a fun and official start for the committee season but also provides photos for the yearbook and social media.

We will encourage cross committee activities to connect members who may not usually interact. For example, an outing between the swim for charity committee and the activity committee, or between the water polo committee

and the acquisition committee. These events will help members build friendships across different areas of the association.

To ensure we understand and address members' needs, we will send out a questionnaire in both February and June. The results will be used to improve our policy plan, pass relevant feedback to the next board, and make members feel their input is valued.

Vision on members growth

As of August 2025, Avalon has 73 members.

In the long term, a goal that we also want to reflect in our multi-year policy plan, we aim to grow to 110 members within the next five years. This means that by 2030, Avalon should have between 100 and 110 members. Achieving this target requires a minimum growth of 30 members over five years, while retaining as many of our current members as possible.

In the short term, our goal for the 2025–2026 academic year is to gain 10 new members. This target reflects a realistic growth trajectory, taking into account data from DUO and the WO Monitor, which indicate a visible decline in the number of students in Tilburg. A growth of 10 members in this context is therefore both realistic and achievable.

We plan to achieve this by focusing strongly on our visibility in Tilburg, ensuring that potential new members can easily find and recognise Avalon. Additionally, we will continue to engage with potential members at every possible touchpoint, as outlined in the Member Journey. Furthermore, all our objectives for the 2025–2026 academic year are designed to contribute to overall membership growth.

Member journey

Growing in members means understanding the potential members. To better understand the journey a future Avalon member takes (the steps he or she goes through before joining) this Member Journey provides a clear overview. By identifying the touchpoints where we currently reach (or could reach) potential members, we gain valuable insight into how to optimise this process. This not only helps us attract more members, but also ensures that current members remain satisfied and engaged. The journey is divided into four phases: **Awareness, Interest & Consideration, Decision, and Engagement**. See Appendix III for the visual.

Awareness – First Contact

In this stage, potential members become aware that TSZWU Avalon exists. During *TOP Week* (Tilburg University) and *Purple Week* (Fontys), members actively promote the club through stands, conversations, and promotional materials. Avalon's presence is reinforced with *stickers across the city, narrowcasting screens on sports fields, and targeted Instagram ads* showing the club's atmosphere. *Members at public events, word-of-mouth, and regular posts on social media* make the name stick in people's minds.

Interest & Consideration – Exploring the Option

Once students know about Avalon, they start looking deeper. Many will *visit the website* (often found via Google or QR codes) to check training schedules, membership fees, and upcoming activities. They may follow the club on *Instagram or TikTok* to see more behind-the-scenes content. Personal contact at events or *direct messages to the club* helps answer questions. Sometimes, a friend who is already a member will *invite them to try a training session*, lowering the barrier to join.

Decision – Making the Commitment

At this point, students are deciding whether to become members. *Trial training sessions* allow them to experience the sport and team spirit firsthand. Afterwards, they may receive a *follow-up message* with practical joining info and a link to the *sign-up page*. Sometimes the final push is a *personal invitation from an existing member*, making the decision feel natural and welcoming.

Engagement – Becoming Part of the Team

Once someone signs up, the focus shifts to making them feel at home. They receive a *welcome message* with all necessary details, and are invited to the *first Avalon Activity*. Lastly, members have the opportunity to become an active member, through one of our *committees*.

Task division board members

General board tasks (shared)

- Taking part in the board meetings;
- Overseeing the execution of the association's policy plan;
- All informal internal communication;
- All informal external communication;
- Answering questions from members or directing them to the relevant board member;
- Recruitment of new members;
- Maintaining a good standing with external parties such as FOSST, NSZ and sponsors;
- Making sure all members are comfortable and feel safe within Avalon;
- Be the driving force when needed.

Chairwoman

Valérie Eijsermans

Main task: Leads the association, forms and executes the policy plan and represents the association internally and externally.

- Formulates an innovative vision that guides the association's path forward;
- Writes, executes, and evaluates the policy plan of the association;
- Coordinates board;
- Oversees all the committees;
- Leads the bi-yearly General Members Meeting (GMM);
- Writes an annual report wherein they describe their duties as a chairperson;
- Leads board meetings, and is responsible for the agenda, together with the secretary;
- Delegates tasks to board members and oversees the execution thereof;
- Represents the association in all matters related to FOSST;
- Maintains contacts with other associations;
- Responsible for the promotion of the association;
- Being the driving force in the field of acquisition.

Secretary

Thijmen Rothuis

Main task: maintains an efficiently functioning secretariat.

- Partakes in all board meetings, takes minutes, and maintains the action list;
- Distributes the minutes and action list among the association's members;
- Forms the agenda together with the chairperson;
- Distributes meeting invitations to the members of the association;
- Receives correspondence and distributes it to the relevant official(s);

- Gathers minutes from all committees;
- Maintains the membership administrations;
- Functions as the contact person for all external communication.
- Responsible for contact with the pool;

Treasurer

Zsófi Uanek

Main task: Is responsible for the financial well-being of the association.

- Is responsible for the financial management of the association;
- Collects membership fees;
- Manages financial commitments;
- Collects dues and fees from members;
- Manages Avalon's bank accounts;
- Applies for subsidies from the Sports Center and FOSST;
- Makes the yearly budget;
- Presents the budget at the General Members Meeting (GMM);
- Oversees the committee's budgets;
- Assesses the financial state of the association and produces a financial annual report;

Swim Commissioner

Thijmen Rothuis

Main task: making sure the swimming side of *Avalon* is running smoothly.

- Responsible for the administration concerning the KNZB;
- Inform members timely about the swimming competitions;
- Administration for swimming competitions;
- Oversees the Swim committee and the swim trainers;
- Oversees the swimming trainings, and ensures their quality;
- Responsible for Crosstrainings and activities
- Responsible for our BHU people and the coordination of the trainers;

Water Polo Commissioner

Valérie Eijsermans

Main task: making sure that the water polo side of *Avalon* is running smoothly.

- Inform members timely about the water polo competitions;
- Administration for water polo competitions;
- Oversees the Water Polo Committee and the water polo trainers;
- Oversees the water polo trainings, and ensures their quality;
- Responsible for the NSWK that will be held in Tilburg this year;
- Responsible for contact with 'feestcafé de Prins'.

Committees

In the academic year 2025–2026 *Avalon* has 12 committees. Below is an overview of all committees and who coordinates each one. In some cases the coordinator's vision of the committee is also included.

Promo Committee

Coordinator: Valérie

The Promo Committee is responsible for creating and maintaining *Avalon*'s public image. Its tasks include managing social media accounts, taking photos, updating the website, and distributing promotional materials such as flyers. Other committees can request the Promo Committee to design materials in *Avalon*'s style as needed.

With promotion being a key focus this year, the committee plays a particularly important role. It will work closely with the Acquisition Committee and develop content plans for Meta, LinkedIn, and TikTok. The committee will also begin collecting statistics for the yearbook and newsletters earlier in the year.

Acquisition Committee

Coordinator: *Valérie*

The Acquisition committee will handle acquiring sponsors, maintaining sponsor relationships, and managing Avalon merchandise. The primary goal on the acquisition side is to attract more micro-sponsors and, if possible, secure a major sponsor, with emphasis on both smaller and larger sponsors. Additionally, the committee will ensure timely delivery of merchandise and actively support member recruitment efforts.

Activity Committee

Coordinator: Thijmen

The Activity Committee is responsible for organizing all activities within Avalon, which mostly take place on Thursdays. The last Thursday of each month features the monthly drinks. Previously, on the second Thursday of every month, members would visit our former sponsor, The Pannekoekenbakker. Now, the committee needs to come up with a new activity to replace this tradition. The committee is also tasked with filling the schedule for Thursday activities and organizing the two Active Members Days each year. Everyone is encouraged to contribute ideas for activities. We want to keep our monthly activities fresh and exciting, strike a good balance between drinking and non-drinking activities, and involve more internationals in the activities.

Audit Committee

Coordinator: *Valérie*

The Audit Committee supervises the Treasurers' activities, conducting biannual reviews of financial data to ensure accuracy and making necessary updates or corrections. Any suggestions or notes resulting from these reviews will be communicated to the Treasurer when necessary.

Bar Committee

Coordinator: Zsófi

The Bar committee is responsible for manning the bar during our activities at de Prins and at other events that may be held. At every activity, there are at least two Bar Committee members present. Besides serving drinks, they work together with the activity committee to make sure all members are having fun. They are also responsible for appointing someone who will do the cleanup after an activity.

MeWe Committee

Coordinator: Thijmen

The MeWe Committee will again organise our yearly Members Weekend. To promote integration between our members, and to have an all-around great time, all Avalon

members are invited to spend a weekend with us somewhere away from Tilburg. The exact itinerary of this activity is to be decided by the committee. *We* want to make *MeWe* as accessible as possible for everyone with new and exciting activities and ensure that we can involve all members to make an unforgettable weekend for all of us *Avalonians*.

NSWK committee

Coordinator: Zsófi

The NSWK committee is organising the NSWK competition and party that will take place February 1st in Tilburg this season. Students from all over The Netherlands will be invited to take part in the competition. The committee is responsible for organising the entire weekend, including parties, sleeping places, and the competition itself.

Avalumni Committee

Coordinator: Zsófi

The Avalumni Committee is responsible for maintaining contact with all former *Avalon* members. *After* completing their studies, those who wish to stay connected with *Avalon* can choose to join this committee. The Avalumni Committee organises occasional events for former members and invites them to participate in *Avalon's* activities.

Swim for Charity Committee

Coordinator: Zsófi

The Swim for Charity Committee is responsible for organizing the annual Swim for Charity event in collaboration with the Red Cross Student Desk. This committee manages the planning and execution of the event, securing sponsors and recruiting volunteers to ensure everything runs smoothly. The focus of next year's Swim for Charity Committee is to introduce at least one new element or significantly improve an existing feature, retain volunteers from last year and apply last year's feedback to improve both the event and the organising process. These goals will support our targets of 90-95 participants (15-20% increase compared to last year), €4,400-€4,500 in donations (5-10% increase compared to last year), and securing new sponsors, while also retaining our previous sponsors.

Good to mention is that the Swim For Charity needs some special attention. For this committee it is required to have a steady chairperson who oversees all of the tasks. Since the chairperson of the last few years doesn't want to do this anymore, it's essential to find a new one. If we don't find one, we have to look further for a solution.

The chairperson will be pointed out based on an interview with the interested people for the committee.

Swimming Committee

Coordinator: Thijmen

The Swimming Committee is responsible for all swimming-related activities beyond regular training. This includes inviting guest trainers, organizing special training sessions, creating an annual training plan, and preparing the semi-annual club championships. They also focus on designing the content of training sessions. Together with the Swim Commissioner, the committee prepares members for NSZK competitions by creating divisions and tailoring training programs.

Water Polo Committee

Coordinator: Valérie

The Water Polo Committee is responsible for all water polo-related activities within the association, except for managing regular training sessions. This includes planning water polo practices, inviting guest instructors, and, especially this year, focusing on recruiting new water polo members and keeping current members enthusiastic about the sport. They also focus on preparing members for NSWK competitions. The committee works closely with the Water Polo Commissioner.

Lustrum Committee

Coordinator: Valérie

The Lustrum Committee is responsible for all aspects of Avalon's 15th lustrum year. This includes yearly planning, organizing activities, managing merchandise, and overseeing everything related to the lustrum celebration. The goal is to establish Avalon's first annual lustrum event, creating a lasting tradition within the association.

Trainer's Poule

Coordinator: Thijmen

This is not necessarily a committee in the normal sense, since there is a limit on the number of trainers. The Trainer's Poule is separate from the Water Polo and Swimming Committee to encourage these committees to branch out and plan more interesting activities related to the sport. If they so desire, trainers are of course welcome to join their respective committee as well. If you are interested in joining the Trainer's Poule, you can always notify us so we can see what the possibilities are.

Advisory board

The *Advisory Board* is made up of former board members and will provide advice several times a year, especially before the GMMs. The *Advisory Board* for 2025–2026 consists of: Charlotte H, Jaimy H, Manon S, Marijn M, Max U, Tim UT, Vera S.

Audit Committee

The audit committee checks the expenses of the treasurer and helps her whenever needed. The *Audit Committee* for 2025 - 2026 consists of: Manon S, Agata Z, Paul D.

Confidants Persons

The confidants of 2025 - 2026 are: Julia D. K., Marijn M.

Committee outings

Each committee will organize one or more outings, depending on their own planning. As stated in the objectives, we aim to introduce crossover outings, giving active members the opportunity to connect with members from other committees.

At the start of the swimming season, there will also be a group photo moment for all committees. More details about the committee objectives can be found in the general board objectives.

Internal affairs

This concerns all internal matters, separate from the board goals set for Avalon's 2025–2026 season.

Membership fee

Regular memberships

The membership fee right now is 45 euros per academic year and 25 for half a year. In order to join Avalon, students must also possess a Tilburg University Sports subscription. In exchange for this membership fee, Avalon offers its members the opportunity to participate in three swimming practices and two water polo practices a week and the opportunity for members to join at least two social events per month. Avalon will also partake in National Student Swimming Competitions (NSZK), the Dutch Open Championships for Students (ONKS) for swimming, National Student Water Polo Competitions (NSWK) and the Dutch Student Championship (NSK) water polo during the academic year. Besides the national events, we organise our own competitions in the form of Swim for Charity, the Club Championships, and a Friends Water Polo Tournament.

The membership fee contributes towards:

- Competitions;
- KNZB (Royal Dutch Swimming Association) membership;
- Activities;
- Promotional material;
- Articles of Association change reserve;
- Lustrum reserve;
- Management fees;
- Board clothing;

**For some competitions and activities, a small fee is charged*

Triathlon membership

Starting in the 2025–2026 academic year, there will be a separate triathlon association called *Audeamus*. As of August 2025, anyone with a Sports Center membership can join their swimming training sessions free of charge. However, this arrangement may change in the future. Unlike in previous years, Avalon will no longer offer a membership fee to T.S.A.U. Parcival and T.S.W.U. De Meet.

Friends of Avalon

Friends of Avalon is a group open to Avalon members who have held membership for at least two years. By making an annual donation of €25, they can join this group. Friends of Avalon have access to all social activities but are not eligible to participate

in training sessions or competitions. As a result, a Sports Center membership is not required. Friends of Avalon also do not have voting rights in the General Members Meeting. They are still allowed to join the Avalumni Committee.

Active membership

To become an active member, you must take part in a committee. This will not include extra costs. All members are welcome to join one of Avalon's committees. Each committee is required to meet several times a year and must include at least one board member. The board member is expected to attend all committee meetings, coordinate its activities, and report recent developments to the rest of the board.

At the beginning of the academic year, a mail will be sent to all the members which includes information about all the committees, as well as a form to sign up for one or more committees. If interested, members have to write a small motivation in order to ensure right placement into committees. Excluding the Bar and Audit Committee, members can only be part of three committees. When participating in a committee, one becomes an active member, which gives them the opportunity to join the Active Member Days throughout the year

Each committee will assign at least the following functions to committee members: chairperson and secretary. The chairperson is in charge of creating the meeting agenda and leading the meeting. The secretary takes minutes of the meeting, which are available to the secretary of the association. Committees that have a budget will also need a treasurer. In the first meeting, members can give their preferred positions, which the committee coordinators will take into account when assigning positions. Extra attention will be put on the function of the chairperson, which we will aim to have done by a non-board member. We hope this will stimulate more creative thinking and inspire leadership amongst our members. However, the responsible board member is in charge of ensuring the committee will run smoothly and are obliged to step in and take over when they see fit.

The year will begin with each committee defining its own goals, vision, and focus areas. A check-in at the start of the second semester will evaluate progress and, if needed, reset objectives. While a set of ideas and vision is provided to offer guidance when necessary, the primary starting point remains the motivation and ideas of the committee members themselves.

Practices

All training sessions for the academic year of 2025 - 2026 are at Drieburcht. The full address being:

Drieburcht Swimming Pool
Wagnerplein 1
5011 LP Tilburg

Swimming Practices

The swimming practices will be developed in collaboration with the Swim Committee. This year, there will be a stronger focus on personal goals and monitoring members' progress. This approach allows everyone to train at their own level and work on individual objectives. Tuesdays will continue to focus on beginners, while on Thursdays, training sessions will be led by an external coach, Toine. With his expertise, members can get technical guidance to further improve their progress. This way, all training days are accessible to members of every skill level.

The trainers this year are:

- On Tuesday (21:30-22:30); Marijn Merkx, Nathan Croes and Thijmen Rothuis
- On Wednesday (20:00-21:00); Charlotte Hoogendoorn, Tim van Tuijl and Thijmen Rothuis
- On Thursday (17:00-18:00); Thijmen Rothuis and external trainer Toine

In addition there will be an assistant trainer when there are more than 15 participants on Wednesday and Thursday. On Tuesday because of the beginner's training there will be an assistant trainer when there are more than 10 participants.

Water Polo Practices

This year three trainers Max Twan and Yord will rotate in giving the training sessions. The number of sessions each trainer will handle will be determined on a monthly basis. Starting in February Martijn will serve as a standby trainer. Valérie will act as the general standby trainer and Max will provide her with a training plan whenever needed. At the beginning of each month Max will prepare the roster and Valérie will send it to the Sports Center.

The Tuesday training will have an extra focus on beginners, when beginners are attending.

Open practices

At the start of the 2025-2026 academic year, there will be two weeks of open training sessions where interested students can try out our training free of charge. This

initiative aims to encourage these students to become members. The sessions will take place on:

-First semester-

Swimming

26th, 27th and 28th of August
2nd, 3rd and 4th of September

Water Polo

26th and 27th of August
2nd and 3th of September

-Second semester-

Swimming

27th, 28th and 29th of January
3rd, 4th and 5th of February

Water Polo

27th and 28th of January
3rd and 4th of February

Competitions

Avalon participates in national swimming competitions (NSZKs) as well as national water polo competitions (NSWKs). More detailed information about the competitions will be provided by the Water Polo Commissioner for the NSWKs and the Swim Commissioner for the NSZKs. Besides the NSZKs and NSWKs, Avalon also participates in the Open Dutch Championships for Students (ONKS). These championships are organized in collaboration with the KNZB.

Below is the competition schedule for the 2025–2026 academic year.

NSWK

Date	Association	Location
26th of October (2025)	Aquamania	Leiden
1st of February (2025)	Avalon	Tilburg
29th of March (2026)	Het Zinkstuk	Utrecht
7th of June (2026)	Piranha	Enschede

Avalon also takes part in several water polo tournaments during the summer. The specific tournaments for participation are yet to be decided.

NSZK/ONKS

Date	Association	Location
18th of October (2025)	Ragnar	Rotterdam
13th of December (2025)	Nayade	Eindhoven
ONKS 21th of February (2026)	Het Zinkstuk	Utrecht
25th of April (2026)	Wave	Delft
6th of June (2026)	Piranha	Enschede

Appendix

I. History of Avalon

Here is an overview of the History of Avalon, explained by each board.

1st board / Board Janssens

Avalon was founded on the fifth of September 2011 by J. Janssens, S. Willems and T. Bruins. Their main idea was to give students in Tilburg access to the sports of water polo. The association started that year with around thirty members who had practices in 'Het Fontysbad', led by the board Janssens. There was a lot of enthusiasm towards water polo from the beginning and the foundation was laid for the harmonious and welcoming environment that we have today.

2nd board / Board Visser

In the second year, the association was led by the board Visser. This was the year where Avalon became more recognised within the national water polo community. For example, this was the first year for Avalon to participate in the prestigious JAWS tournament in Amsterdam and they even participated in the GNSK in Nijmegen. Next to that, Avalon also participated in the GNSK the year after in Eindhoven where they had to compete with some great water polo teams. However, a nice fifth place was reached. Aside from these great sporting accomplishments, Avalon also engaged in several social events. These events were hosted by its board, to create a greater bonding within the association.

3rd board & 4th board

Avalon further expanded its reach in the national water polo community in September 2013, when it participated in several matches against other student water polo associations. Of course, these matches also included drinks afterwards with the other associations. One can look back at two great seasons for Avalon.

5th board

Unfortunately, Avalon has been at a standstill during the 2015-2016 academic year, due to a lack of interest and the absence of a board.

6th board / Board Rutjens

After this short standstill, the board Rutjens revitalised the association and took initiative to grow and lead the association again. Through the leadership of chairwoman J. Rutjens, Avalon thrived once again. The academic year 2016-2017 was a great year for Avalon. Having just overcome a year without progress, they managed to do really well at the GNSK in Eindhoven. The women's team of Avalon came in second place that year and the men's team finished in sixth place.

7th board / Board Van den Ouweland

The academic year of 2017-2018, in the lead of board Van den Ouweland, was the year where Avalon expanded its reach to swimming as well, next to water polo. Every week a second practice was introduced which specifically focused on swimming. They even started to participate in NSZKs, National Student Swimming Competitions. This allowed Avalon to expand their brand within the student competitive swimming community.

8th board / Board Meima

In the academic year of 2018-2019, the board Meima led the association. This year, a second practice that was specified for swimming was added every week. The association grew exponentially. Next to that, the association started to engage more in social media which allowed us to be more visible to other associations and students. An example of the social media platforms which they started to use, is Instagram.

9th board / Board Stavridou

During the academic year of 2019-2020, in the lead of board Stavridou, the association focused even more on the growth of the association, especially international students. Regardless of the size of the association, maintaining a great and welcoming team spirit was still one of the main focuses as well. Growing the organization was achieved by partnerships with other sports associations and promotion through social media. Next to that, water polo and swimming clinics were provided and a lot of social fun activities were organized in order to keep the association harmonized. One land practice was added every week and one swimming practice on Thursday afternoon. Although all practices and social activities were cancelled for two months, due to the coronavirus, the board still managed to keep the team spirit high and just continued where they left with the practices and social activities.

10th board / Board Van der Heijden

The year 2020/2021 has been a weird year for the association. This year the association again got to deal with the consequences of the pandemic. Therefore, practices weren't allowed for nearly four months and no competitions took place. This has led to some challenges. For example, on how to keep the members engaged in the association. During the lockdown, activities did continue, but mostly online or in small groups. Due to the situation, board Van der Heijden mainly focused on increasing brand awareness through social media, since this was the easiest way to attract new members and keep current members informed. For example, a new website and promo video were introduced. In order to keep the team spirit up, one monthly drink was added next to the monthly activity during the times that this was within the covid measurements. Moreover, we got a new sponsor deal with

Pannenkoekenbakker where we can now eat pancakes after practice with a discount once a month.

11th board / Board Merkx

Once upon a time, in a Covid crisis long, long ago a board set out to make Avalon a better association. The policy plan spoke of two main focal points: growth and professionalisation.

The first Swim for Charity was organised, raising more than eight thousand euros for the Red Cross Foundation. Board Merkx was also fortunate enough to organise the first-ever NSZK in Tilburg. The association grew from 58 to 75 members, offered more training sessions and almost all practices now had a trainer present.

A new brand identity was developed. Including a new logo. A partnership with de Prins was made, allowing the association to essentially use Palazzo as a clubhouse. With that, the website and emails got a fresh new look and added functionality. The association moved from an Excel sheet to Mailchimp, and (together with the candidate board) to a professional bookkeeping system to keep track of finances and member administration.

Whilst we became third last at every NSZK, it wasn't enough to secure our goal to do the same in the overall competition. Our water polo players brought home first place for the first time ever!

By introducing a confidant (vertrouwenscontactpersoon), as well as Rules and Guidelines (together with the candidate board). Including a Code of Conduct, Rules & Regulations as well as UCP Guidelines. With these measures, the association became even more serious about ensuring a safe and fun environment for its members.

Not everything went according to plan though. We weren't able to achieve the growth we wanted in terms of members due to the lockdown in the winter. Sadly, this also greatly reduced the number of events we could organise. While the second Lustrum was a lot of fun, the gala was unfortunately not as grand as we had envisioned. However, a fun few lustrum weeks were still organised.

All in all, we hope to have laid the fundamentals for Avalon to thrive in the decades to come.

An intermezzo on names:

At the start of their board year, the 12th board introduced a new naming format for boards. In previous years, boards were named after the last name of the chairperson. However, the 12th board was of the opinion that this naming system put an uneven amount of importance on the role of chairperson. The new naming system, whereby

every board can choose their own name (generally including the phrase 'ava-'), shows that all board members provide equal value, even the Polo co.

12th board / Board Avarena

After the beautiful efforts made by board Merkx, trying to top their work seemed a task insurmountable. Because of this, board Avarena decided to build on the foundations laid previously. We aimed for more structural improvements and an increase in integration across the association and across our brother and sister associations.

During the year, and together with the next board, updates were made to Avalon's regulatory documents to make them clearer and broader. Preparations were made for updating the articles of association, and Avalon now has a privacy statement.

In our effort for integration, the first ever Avalon members weekend (MeWe) and the first ever Student Sports Association (SSA) gala were hosted. After months of hard work by the MeWe committee, Avalon took its first weekend of vacation to the woods near Arnhem. A weekend filled with Schultenbrau, pancakes, Flunkyball, a cantus, and yet more Schultenbrau proved to be one for the history books. With the SSA gala, the board wanted to show our Avalonians all the other amazing things under the student sports associations banner. In the end, almost every SSA attended with record numbers of members. The gala was integration dialled up to eleven, with it being the largest association collaboration in the history of the stimulation fund.

Unfortunately, Palazzo was lost, since it had received new ownership. However, this loss gave rise to new opportunities. A new agreement with the Prins was reached to provide a more steady income during activity evenings. This boost in income allowed the association to still hold a good amount of activities, even in the face of rampant inflation.

By working on professionalisation of practices, we attempted to take our swimming and water polo to a higher degree. Our swimmers this year managed to challenge the opposition at all levels, and in doing so, secured Avalon its third last position on the final ranking. Successes were also achieved by Avalon's water polo players, with the beginner final in our own NSWK taking place between two Avalon teams.

In the end, we hope to have made an impactful addition to Avalon's history, and pass on the torch to the next board with confidence.

013th board / Board Avalucky

Board Avalucky started the new year off with a lot of faith and enthusiasm, inspired and supported by the work of the previous boards. Unfortunately, this start was not as smooth as hoped and resulted in a change in board composition and three people doing what was before a five-man job.

With the great help of all our committee members, the board managed to keep up the events and activities instigated by the previous boards. Additionally, an alliance with the running and cycle association to promote triathlon and organise combined practices, as well as a new Water Polo with Friends Tournament were set up. The board hopes and believes the next board will be able to continue the efforts in these areas.

Unfortunately, the association lost some members this year. This was especially felt in the water polo branch, with dwindling participation at practices in the second half of the year. Fortunately, through a strong foundation and dedicated members, the participation in activities and competitions remained equal to the year before.

This year, Avalon was supposed to organise the last NSZK. However, this was rescheduled to the first NSZK of next season. The organisation of this NSZK has commenced and will be continued together with the (candidate) board to ensure successful execution.

The year finished with a winning streak. First, Avalon secured the first spot in the beginners poule of the last NSWK, in a combined team with Hydrofiel and Tiburón. At the last NSZK in Maastricht, Avalon not only managed to secure their coveted eight place in the swimming competition (#THIRDLASTISHISTORY), we also won the integration bingo for the first time in *Ava-history*.

Board Avalucky is insanely proud of their members, as well as their own achievements and learning experiences throughout the year. With confidence and excitement, the board passes the baton to the next board.

14th board / Board Avalove

Board Avalove started the year enthusiastic with the first challenge of hosting an NSZK in Tilburg. Which we pulled off with great reviews from participants. In the second semester we hosted a great edition of Swim for Charity at Stappegoor and the NSWK in Eindhoven due to no availability at the pool in Tilburg. For next season the pool has already been reserved and the Swim for Charity and NSWK can be hosted once again in Drieburcht.

In the first semester we grew our membership numbers but in the end stayed consistent with the previous year. We did integrate a bunch of new, mostly international, members who also joined committees.

In the national competition we secured 9th place. And we improved the quality of our swimming trainings by attaining a professional trainer with a lot of experience on Thursday.

For the Water Polo branch efforts were made to improve the participation but unfortunately we still see low numbers at trainings and competitions.

We are proud of our learning experience as a board and the fun activities we hosted. And with full confidence pass the Baton to our candidate board.

II. Realisation of Objectives 2024-2025

Original objective details are small and in italics.

I. Recruit and integrate new members

This academic year we want to reach 85 Avalonians. We then want to integrate them as well with the association as our current members are.

Our goal of 85 members was set too high. Currently we have 73 members in our registration. With that we do need to take into account that we have cleaned up the list and deleted everyone that was on there but not a member anymore.

The new members we did attain were well integrated and joined committees and trainings enthusiastically.

II. Acquire a new sponsor

We want to improve our acquisition by adding a sponsor.

We worked with a sponsor for Swim for Charity, which was a welcome improvement. This expanded our budget to also improve the next edition. Unfortunately we did not acquire a sponsor for the association.

III. Maintain and improve promotion

We want to continue promotion but also keep improving by adding more visibility in the Sports Center and the pool. Also, we want to organise more cross trainings to improve our connection with the student sports associations of Tilburg.

We maintained the promotion on Instagram this year and made a few updates to the website. Staying consistent on TikTok proved to be difficult.

We hosted an activity together with Parcival but this did not seem to entice our members. We did not host a lot of cross trainings but this still might be something Avalonians are interested in.

IV. Improve water polo participation

We want to acquire new water polo players and also integrate our swimmers.

We do have more water polo players than last year but we don't see active participation from them. The trend we've noticed is that at the beginning of the semester trainings are busier than at the end of the semester.

Our swimmers also did not participate a lot in the water polo trainings.

We see the struggle of water polo as a sport throughout the whole nation, it's not just us that is experiencing lower participation.

V. Maintain quality of swimming

We want to maintain 8th place in the competition. We want to organise more guest trainings.

In the competition we got 9th place. Our training did improve by introducing our new professional and experienced trainer Toine van Diessen on Thursday. We also introduced a beginner training at the start of the year and are seeing great progress in our beginners swimmers. We reached out to our network to organise guest trainings, but with no luck. Those didn't happen this year.

III. Visual Members Journey



