



Policy Document

Board VIII

2025/2026 Academic Year

Preface

Dear members of L.S.A. Custodia,

With great pride and excitement, we present to you the policy document of L.S.A. Custodia's eighth board. This document outlines the vision, structure, and goals that will guide us throughout the 2025–2026 association year. In crafting these policies, we have drawn inspiration not only from our direct predecessors on Board VII, but from the accumulated experience and dedication of all past boards.

This year marks an important new chapter for Custodia, as we welcome the inaugural class of the BSc Cybersecurity & Cybercrime programme into our community. Their arrival expands both the academic scope and the diversity of our association, and it will require us to grow—structurally, socially, and strategically. With this responsibility comes the opportunity to strengthen the foundation of our association and to shape an inclusive and future-proof student community.

Our policies reflect a dual commitment: to provide continuity in our core mission of fostering academic, professional, and social development, and to actively adapt to the evolving needs of our members and the university. We hope this policy document will serve as both a roadmap and a source of accountability for the months ahead.

Thank you for your continued trust.

On behalf of Board VIII of L.S.A. Custodia,

Filip Krčmář

President of Board VIII

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Long-term goals

In accordance with Article 2 of the Statutes of L.S.A. Custodia, the long-term goals of the association are defined as follows:

1. Represent the needs of students at Leiden University (Campus The Hague), especially those in the BSc Security Studies, BSc Cybersecurity & Cybercrime, and MSc Crisis and Security Management programmes, with regard to their studies and academic development.
2. Broaden the knowledge of our members in the field of safety and security.
3. Expand the professional and academic networks of our members.
4. Foster social cohesion and community among members of the association.

Building on these statutory foundations, we reaffirm two additional goals first introduced by our predecessors:

5. To ensure better board transitions, the current board will inform all Candidate Boards about the importance of beginning preparations in June or July to fully leverage the introduction weeks (HOPweek and EL CID) in August.
6. To ensure better committee transitions, each outgoing committee is expected to provide a handover—either in the form of a written document, a meeting, or both—to their successors each year.

In addition, Board VIII introduces a seventh long-term goal:

7. To ensure the structural and cultural integration of the Cybersecurity & Cybercrime programme into Custodia's activities and identity, recognizing its unique character while fostering collaboration and cohesion with existing programmes.

Association-wide goals

In alignment with the long-term vision above, the eighth board of L.S.A. Custodia has identified the following association-wide goals for the 2025–2026 academic year. These reflect both our internal priorities and our outward-facing commitments as a growing and inclusive study association.

Inclusive Integration of the Cybersecurity & Cybercrime Programme

We will ensure that students from the new BSc Cybersecurity & Cybercrime programme are actively included in all aspects of Custodia. This includes tailored outreach, programme-specific events, integration in committee work, and balanced representation across all communications. The President and Head of Internal Affairs will coordinate these efforts, with support from all board portfolios.

Professionalization of Internal Communication and Protocols

The Secretary will lead the development of standardized templates, protocols, and folder structures across the Board and all committees. This initiative aims to reduce inefficiency and ensure continuity. The President will provide oversight in aligning these efforts with Custodia's broader strategy.

Strengthening Event Coordination and Evaluation

In coordination with the Secretary, all Board members will adopt a short post-event evaluation format that includes participation numbers, budget reflections, and key lessons learned. This data will support budget planning, knowledge transfer, and promotional narratives. It also aligns with the Treasurer's interest in strategic resource allocation and the External Affairs portfolio's interest in metrics for sponsor relations.

Unified Branding and Strategic Outreach

Under the responsibility of the Secretary and supported by the Media Committee, Custodia will develop a renewed visual identity and communication strategy. This includes consistent social media use, increased coverage of past events, and materials designed for both members and external stakeholders. The President and External Affairs portfolios will support this initiative to strengthen alumni and partner engagement.

Board Cohesion and Structured Evaluations

The President and Vice-President will jointly facilitate regular evaluations within the Board and between the Board and Committees. This supports not only team cohesion but also early detection of inefficiencies. These evaluations will form the basis for end-of-term handovers and feed into the multi-year strategic development that the Supervisory Board monitors.

Expanded Use of Project Teams

In addition to traditional committees, the Board will encourage the formation of temporary project teams to support flagship initiatives, such as the Custodia Gala, the magazine, and alumni events. These teams will enable broader member participation and flexibility in planning. The Treasurer and Secretary will ensure that these teams receive the structural and financial support they require.

President

As President of L.S.A. Custodia's eighth board, I am honored to lead our association into a year of growth, innovation, and connection. With this role comes the responsibility of safeguarding Custodia's values while guiding it toward new opportunities. In the year ahead of us, my focus will be on four core priorities. Strengthening collaboration with the university, fostering member participation, smoothly integrating the new Cybersecurity & Cybercrime BSc programme, and enhancing Custodia's identity through alumni relations and flagship events.

Collaboration with the University & Study Programmes

Our strong partnership with Leiden University and the Faculty of Governance and Global Affairs is one of Custodia's greatest assets, and I intend to deepen this collaboration over the course of my term, leveraging the great work done by past boards. Beyond recruitment, we will work closely with faculties and study programmes to develop events, lectures, and workshops that align closely with our members' academic and professional goals. Participation in the university's open days will remain a key opportunity to showcase Custodia to prospective students, reinforcing our role as an integral and respected part of the university community.

Member Participation

Custodia's strength lies in its members. This year, more than ever, with the introduction of a new Cybersecurity & Cybercrime BSc programme into Custodia, I aim to ensure that all members feel welcome, valued, and engaged. By providing opportunities for involvement, whether it be through General Assemblies, feedback channels, or casual conversations, we can create an environment where members not only have a sense of belonging, but also a sense of purpose. This is not just about attendance but about creating a strong sense of belonging and pride in being part of Custodia. Additionally, I aim to utilize Custodia's honorable diversity within its members towards its benefit, by creating new events, guest lectures et cetera with such advantages in mind, further resulting in a stronger, well-rounded, and forward-thinking association.

Integration of the New Cybersecurity & Cybercrime Programme

This year marks an exciting milestone with the introduction of the Cybersecurity & Cybercrime bachelor programme at Leiden University. My goal is to make sure that students from this programme feel like a part of Custodia from the very start of their academic journey. We will tailor events and networking opportunities to their academic interests and connect them with the broader Custodia community, while also making sure our already established programmes don't feel less catered to. Close cooperation with programme coordinators, and inter-programme collaboration will ensure that our outreach is strong and that Custodia becomes a natural home for these students.

Strengthening Custodia's Identity, Alumni Relations & Flagship Events

A strong identity is the foundation of a lasting association. This year, we will work to strengthen Custodia's sense of community by deepening our ties with alumni, recognizing the value they bring as mentors, role models, and supporters. One of the key steps in this direction will be the introduction of an annual flagship event, the Custodia Gala. This will serve not only as a celebration of our community but also as a meaningful platform where current members and

alumni can meet, share experiences, and build lasting connections. By establishing this tradition, we aim to reinforce Custodia's reputation and create a legacy that will extend beyond this board's term.

In conclusion, my vision for this year is one of connection, a connection between members and the board, between Custodia and the university, between present and past 'custodians'. I am thrilled to work with all of you, to see these goals succeed, to ensure that Custodia remains a strong, growing community, and an integral part of the whole university community. By advancing these priorities, I am confident that we will make this year not only successful but truly memorable for our association.

Filip Krčmář

President of Board VIII

Secretary & Vice-President

As Secretary of Board VIII, I intend to further professionalize the administrative and communicative foundation of L.S.A. Custodia, ensuring smooth internal operations, clear and consistent external representation, and the long-term continuity of the association's processes. Through my additional role as Vice-President, I will complement these operational responsibilities by supporting Board cohesion, contributing to strategic continuity, and assisting in the facilitation of internal evaluations and planning structures. My dual position allows me to act as both a technical operator and an institutional anchor—ensuring that what is built this year can be sustained and improved in those to come.

Communication and Documentation

The core of the secretarial function lies in formal communication and the administration of proceedings within the association. I will take responsibility for accurate and timely documentation of Board meetings and General Assemblies, ensuring that our internal deliberations and decisions are consistently and clearly recorded. Beyond mere documentation, I aim to raise the quality and utility of these records. Minutes will follow a structured format, action points will be tracked more closely, and all relevant documentation will be stored in logically named and accessible folders on our digital platforms.

To support both internal communication and institutional continuity, I will develop and implement a full set of formal templates for use across the association. These will include standardized formats for Board minutes, formal correspondence, event promotion requests, budget proposal forms, and disciplinary notices. These templates will not only ensure consistency in our communication but also reduce ambiguity and workload for committees and future board members. A centralized digital repository of these materials will be created and maintained, forming a critical part of the association's long-term memory.

Website and Sign-Up Infrastructure

One of the most pressing tasks under my responsibility is the redevelopment of our digital infrastructure, particularly the website. While visual improvements are desirable, the primary goal lies in optimizing functionality. The current system places too much administrative burden on the Secretary while limiting the autonomy and insight of committees. I will work towards a system in which committees have direct access to and oversight of their own event signups, increasing efficiency and reducing unnecessary dependencies.

This reform will go hand in hand with the introduction of a more transparent and accessible event calendar. A clear and regularly updated digital calendar allows members to plan their participation and follow the flow of Custodia's activities. At the same time, it reinforces internal coordination between committees, preventing schedule conflicts and enabling shared promotions. If the budget permits, I will strongly advocate for a transition to a new CMS better tailored to association needs. Should this not be financially viable, I will dedicate effort to improving the current system to the best possible standard.

Internal Structure and Workflow Optimization

Custodia has grown significantly over recent years, yet its internal working structures still reflect the informal culture of a much smaller association. In my role as Secretary, I will lead efforts to streamline these structures by introducing a unified and standardized approach to

committee operations and inter-board collaboration. Every committee currently works with its own set of procedures, tools, and expectations—this lack of coherence leads to confusion, inefficiency, and unnecessary stress.

Through the development and implementation of uniform working protocols, standardized folder structures, and required use of shared templates, I intend to build a more consistent internal culture. Special attention will be given to the coordination of event planning and promotions. Clear timelines for event preparation and promotion will be established and enforced, supported by new internal protocols that ensure all relevant information is shared in a timely and structured manner. This approach not only strengthens oversight, but also fosters a more equitable working environment, where responsibilities and expectations are transparent for all parties involved.

Post-Event Reflection and Institutional Learning

To ensure that events are not only executed successfully but also contribute to Custodia's broader development, I will introduce a lightweight evaluation framework for both committees and the Board. After each event, a short summary will be submitted, highlighting participant turnout, budgetary outcomes, and key lessons learned. These summaries will be stored in an accessible format and consulted during planning for future events of similar nature.

This system will replace the more burdensome event reports used in the past, instead favoring a brief and consistent format that allows for quick insight without creating unnecessary work for volunteers. The result will be a growing pool of knowledge that supports more informed decision-making and prevents the repetition of mistakes. Such a tool is essential for fostering institutional memory and ensuring the long-term sustainability of the association's event planning and programming.

Media Committee, Branding, and Public Relations

The Media Committee, which falls under the responsibility of the Secretary, will be further developed into a central instrument of Custodia's public presence and professional image. While the committee has already seen a revival over the past year, I aim to formalize its responsibilities and give it greater autonomy under a clearly defined corporate design and branding policy.

This extended mandate will include not only social media management, but also assistance with graphic design, the development of event promotions, photography, and the creation of general marketing materials such as flyers and banners. The committee's members will receive the tools and creative freedom to operate proactively, while remaining within the association's broader design guidelines. Through this approach, I seek to build a sustainable promotional structure that can evolve over time while maintaining consistency in Custodia's external image.

On social media, I will strive for more consistent coverage of past events, using highlight posts to reflect the diversity and quality of our programming. This supports not only member engagement but also name recognition in the wider academic and professional community. Where appropriate, behind-the-scenes content will be used strategically to foster transparency and showcase the work of committees and the Board. This multi-channel strategy reflects Custodia's dual identity: both as a professional student association and as a vibrant community of engaged students.

Strategic Support and Continuity

In addition to the responsibilities outlined above, my role as Vice-President allows me to take on broader structural tasks that contribute to the cohesion and long-term success of the Board. I will support the President in facilitating regular internal evaluations that focus on the quality of cooperation within the Board and between the Board and its committees. These evaluations will provide a structured space for feedback and reflection, supporting a culture of openness and continuous improvement.

Furthermore, I will assist in the documentation and coordination of the transition process, both for Board handovers and committee successions. My work on standardized templates, protocols, and onboarding materials will form the basis of a more robust and reliable transition infrastructure. By doing so, I hope to strengthen not only the current functioning of the association but also to safeguard its capacity to grow and adapt in years to come.

Final Remarks

The position of Secretary, when executed with precision and strategic foresight, enables the entire association to function more smoothly, more transparently, and more sustainably. Through improved internal coordination, digital infrastructure, and public representation, I aim to equip Custodia with the structural tools it needs to grow as a professional, resilient, and inclusive study association. At the same time, my Vice-Presidential role allows me to contribute to long-term thinking, enabling the Board to work not just in the present, but with the future in mind.

Lennart Noah Boes

Secretary & Vice-President of Board VIII

Treasurer

Custodia has long been an association where friendships are nurtured, formal connections are built, and people come together under a shared passion for safety, security, and crisis management. And now for cybersecurity. This year, we welcome a new group of students into our community. I am committed to ensuring that every incoming member feels at home, fully included in the social, professional, and cultural life of Custodia. I believe that growth comes from building on the solid foundations laid by our predecessors. With the arrival of a new influx of students, Custodia gains fresh perspectives and opportunities. I aim to harness this momentum to enrich our community, broaden our relationships, and create memorable moments.

Financial Stability

Custodia's financial health has been carefully cultivated by the treasurers who came before me. I intend to honor and extend their legacy, acting as an accountant of the association's resources. My approach will be transparent, accountable, and strategic: tracking every flow of funds clearly, allocating budgets fairly, and investing in initiatives that strengthen Custodia's present and future. Committees, events, and projects will receive the support they need, while ensuring that our resources are used efficiently and meaningfully. By refining our financial strategies, I will safeguard Custodia's stability and long-term success.

Project Teams and Initiatives

I am committed to creating more opportunities for active involvement within Custodia. Alongside our established committees, I will promote the establishment of project teams, which are task-oriented groups dedicated to specific goals, such as gala planning or the Custodia Courier. These teams allow members to contribute expertise and energy without the full commitment of committee membership, while still being able to work towards something. My role will be to ensure these projects run smoothly, receive the attention they deserve, and leave a lasting positive impact on the association.

Supporting Transitions and Growth

Custodia grows each year, and with growth comes change. Just as my predecessors have done, I will support my fellow board members during transitional periods, helping to establish healthy, well-functioning committees and ensuring smooth handovers. I will work not only as Treasurer but as an active member of the association, dedicated to keeping Custodia open, diverse, fair, and enjoyable for all.

Custodia is a living, breathing, and evolving community. My goal is to see it continue to thrive financially, socially, and culturally for the next year to come.

Csillag Virág Sánta

Treasurer of Board VIII

Head of Internal Affairs

As the Head of Internal Affairs of Custodia, I oversee the actions of the Social Committee, Travel Committee, Sports Committee, and First Year (Introduction) Committee.

In the past year that I have been involved in Custodia, I have gained personal and professional experience by being part of the Social Committee. I am eager to apply the experience and skills that I have learned from my time at this study association to my work as a board member. As the Head of Internal Affairs, my aim is to ensure that new and current students of the Security Studies Bachelor, Cybersecurity Bachelor, and Crisis and Security Management Masters can enjoy all the positive experiences that Custodia has to offer.

I focus mainly on growing and strengthening the committees, ensuring that committee members evolve their personal and professional strengths via their work, and fostering and maintaining a positive feeling of closeness and community within Custodia.

Internal Affairs Goals

One of my main objectives for this year is to establish committees that work together smoothly by selecting the most suitable candidate for each position. Another one of my objectives is continuing my predecessor's efforts to optimize the effectiveness and continuity of the committees.

Committee Guidelines

I want members to feel comfortable in their committee positions while still strengthening their skills and obtaining new expertise. To aid in continuity, structure, and effectiveness within the committees, I will continue to develop the committee guidebooks that were started by my predecessor. These committee guidebooks will contain guidelines and instructions for each role in the committee, and information about what type of events can be expected from the individual committee. Each committee will have a different guidebook customized to their area of expertise. The committee guidebooks will be written using my own experience and knowledge from working in the Social Committee, and consulting with past committee members such as Csillag, Lennart, and various other past committee members to import their expertise and knowledge on the committees that I was not part of. The aim of this plan is to give the new committees a smooth start of the year and to ensure consistency across the committees over time.

Communication

Another objective that I will work on is open communication between me and the committees, and open communication and collaboration between the committees. Although each committee is capable of individually creating successful events, I believe we can increase this success even more through inter-committee collaborations. I want to connect committee with each other and foster new relations to ensure harmonious cooperation.

Through the implementation of these policies, Custodia will be established as a fun and healthy space where students can flourish both professionally and personally, ensuring positive and unforgettable experiences for all members.

Mara-Aileen Racoviță

Head of Internal Affairs of Board VIII

Head of External Affairs

Custodia's external relations work like a bridge between our student community and the broader professional world. As Head of External Affairs, I aim to create meaningful partnerships that will ensure even more opportunities for our members.

Strategic partnership development

The foundation of effective external affairs lies in establishing purposeful and reciprocal relationships. I will prioritize partnerships that align with our members' academic and professional aspirations, particularly in the fields of security and policy. These efforts will not only provide value to our members but also demonstrate the caliber of Custodia's talent to potential partners.

Events

Events will serve as a platform to connect students with professionals and showcase their potential. I will focus on designing high-quality, interactive experiences, such as panel discussions with experts, case competitions sponsored by industry partners, and networking sessions tailored to students' interests.

Every event will be planned with inclusivity in mind, ensuring accessibility for non-Dutch speakers and fostering an environment where all the perspectives are welcomed. Additionally, I will work closely with other committees to integrate external partnerships into broader association activities, maximizing their reach and impact.

Sustainable financial growth

To ensure the longevity of our initiatives, I will pursue innovative funding strategies that benefit both Custodia and our partners. I will also explore alternative revenue streams, such as alumni contributions and grant-funded projects, to diversify our financial support. Transparency and accountability will be central to this process, with regular reporting to stakeholders on the outcomes of their investments.

Engagements with members

The success of our external relations depends on the active involvement of our members. I will implement structured feedback mechanisms to gather input on partnership priorities and event formats, ensuring that our efforts reflect the needs and aspirations of the student community. Furthermore, I will highlight members' achievements in our external communications, showcasing the value that Custodia brings to its partners. By fostering a culture of collaboration and recognition, I aim to strengthen the bond between our association and its supporters.

Conclusion

My vision for the Head of External Affairs role is rooted in creating lasting value for our members, our partners, and Custodia as a whole. With my background in event coordination and cross-cultural communication, I am confident in my ability to lead this effort effectively. Together, we can build a network that not only serves our current members but also lays the groundwork for future success.

Mika Vjaliha

Head of External Affairs of Board VIII

Head of Master Affairs

As Head of Master Affairs, my focus for the upcoming academic year will be to strengthen the professional, social, and structural foundations of the master's student community at L.S.A. Custodia. The master's program is short but intensive, making it essential that students have access to career opportunities, a supportive network, and a strong organizational base that will benefit future members.

Aiding Career Development and Professional Skills

I aim to bridge the gap between academic study and professional application by providing master's students with opportunities to develop the skills, confidence, and connections they need for their careers. I aim to achieve this by organizing workshops but also networking opportunities and company visits. By continuing our relationship with certain companies, I hope to aid the master's students on their journey from student to employee.

A Social Master's Community

A strong sense of community is vital for student well-being and success. I will work to create an inclusive, engaged master's cohort where students feel supported both academically and socially. By organizing semi regular social events I will hopefully encourage them to get to know other students. While the professional side is important, I wholeheartedly believe that the social side is just as important. The connections students make can remain present in the rest of their lives. I will thus encourage the master's committee to also organize several types of social events throughout the year.

Building a reliable base for future committees and the association

The short duration of master's programs means that committee turnover happens quickly. To ensure continuity and stability, I will focus on creating a reliable foundation for future committees. I will encourage the committee to create detailed handover documents, and I will aim to create a clear "start-up" document for the committee so they can hit the ground running.

Conclusion

By focusing on career development, social connection, and structural stability, I aim to make the master's experience within L.S.A. Custodia enriching, supportive, and impactful. These goals will help current students thrive while ensuring that future members inherit a strong and well-prepared foundation.

Laura Schrama

Head of Master Affairs of Board VIII

Head of Strategic and Academic Affairs

As the Head of Strategic and Academic Affairs, I am responsible for shaping the long-term development of L.S.A. Custodia, ensuring that the association continues to grow in a direction that ensures its future and continuity. This position requires both vision and practical leadership to strengthen internal operations, integrate new academic programs, and create opportunities for students of all program to connect with the professional field of safety and security.

My overarching aim is to safeguard the sustainable growth of Custodia while fostering an inclusive, innovative, and collaborative environment.

A Strong Long-Term Strategy

As the Head of Strategic and Academic Affairs, I will take the lead in developing a future-proof strategic plan. This includes identifying long-term opportunities, anticipating challenges, and aligning these with Custodia's objectives. The role requires continuous evaluation of the association's direction and the implementation of policies that ensure stability and professional growth.

Active Integration and Professional Development

As the Head of Strategic and Academic Affairs, I will work closely with the Formal Committee to ensure that all study programs are fully represented and actively engaged in Custodia's activities. With the association's expansion to include the Bachelor of Cybersecurity and Cybercrime, it is vital to design accessible activities that bring students from all the study programs together. This approach fosters interdisciplinary exchange and ensures that Custodia reflects the full breadth of its members' academic and social interests.

Therefore, it is important to create professional and career-oriented opportunities that connect students with the wider field of safety and security. Through guest lectures, company visits, workshops, and alumni networking events, members from different programs can exchange knowledge, build valuable connections, and explore potential career paths. Uniting academic inclusivity with professional activities enables Custodia to foster a stronger community and highlight the diversity of its members.

Improving Internal Processes

To ensure an effective and motivated association, I will seek to facilitate smooth cooperation within Custodia. This includes optimizing workflows, streamlining board and committee processes, and fostering a culture of transparency, trust, and inclusivity. A well-functioning internal structure supports both the short-term activities and the long-term ambitions of Custodia.

Conclusion

The Head of Strategic and Academic Affairs is a visionary position within L.S.A. Custodia, designed to balance long-term strategic planning with day-to-day improvements in structure and collaboration. By strengthening Custodia's strategic foundation, integrating the new study program, organizing formal events, and fostering an optimal work environment, I will ensure that the association remains a professional, inclusive, and future-ready community for all its members.

Gwen Billekens

Head of Strategic and Academic Affairs of Board VIII