

elsa

The European Law Students' Association

STRATEGIC GOALS 2018

ELSA '18: better than ever!

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Introduction

A new Strategic Plan for 2018 has been adopted! Would you like to know how you could use this plan in your Local or National ELSA Group? Find inspiration in this document on how to implement these goals in your own group!

What you can find in this document:

- Explanations for every goal
- Tips & tricks
- Best practices

Purpose of this document

Strategic planning shall be an ever present part of planning in ELSA. In order to make our work and efforts matter and to keep our activities attractive, we need to know where we are going. We want our association to develop and to grow in quality; this is why we need a guideline on all levels to follow and to inspire us. So that all groups together can develop in the same direction.

Reaching our philosophy statement should be our most important goal:

“A just world in which there is respect for human dignity and cultural diversity”

Through the purpose and means of our vision we try to understand where we want to go and which path we want to take. Our vision is the core of our association and the definition of it. Since it doesn't give clear answers on what to do there has to be a Strategic Plan to assist us. Therefore, a Strategic Plan has to be prepared every five years, in order to bring a more concrete approach to our development. It is important for us that the Strategic Plan is a reflection of the philosophy statement and a result of analysing all of the current factors that may influence the strategic development of ELSA.

How to use this document

If you want to develop your Local or National Group strategically:

Have a look at the overall Strategic Plan and consider where your association needs developmental inspiration. What would you like to focus on? Find a Focus Area that deserves your attention the most and browse through the associated goals. Pick a few specific goals and read the explanations, tips & tricks and best practices to initiate your development!

If you need some inspiration on how to develop a specific goal in the Strategic Plan:

Find the Strategic Goal or Operational Goal you are looking for in the contents table of this document. Go to the goal and read the explanations, tips and tricks and best practices to see how you could implement this goal! If you need any extra assistance, contact the Director for Strategic Implementation in your own Local Group, in your National Group or in ELSA International.

May this document be an inspiration to you!

Remember: Don't read this document from cover to cover. Find something that you would like to focus on, and let it assist you.

History & Structure

During LXIII International Council Meeting in Cologne in the spring of 2013, after months of hard work and discussions, the Strategic Plan for the year 2018 was established. It was decided that the new strategic goals should focus on quality rather than on quantity, as opposed to the plan that had been implemented up until 2013. The Strategic Plan consists of strategic goals and is divided into six focus areas, showing the general direction of development and operational goals that make them more specific.

The following document would be placed at the bottom of this pyramid. In order to help with implementation of the current Strategic Plan, we hereby present you an annex to it, consisting of best practices, case studies and useful tips & tricks. Their aim should be to explain operational and strategic goals and to share experience and ideas. As the Strategic Plan cannot be treated as obligatory rules, we only suggest various possible ways to start an implementation process – the rest is up to you.

National to Local Guide

In order to realise the goals presented in this Strategic Plan, the Local Groups and National Groups should implement them in their own Groups. It is the task of the National Boards to motivate the Local Groups to participate and to explain to them why the goals were created and how the goals can be used. These goals should be seen as a guideline on how to achieve the best for the association.

How?

Take the time to sit down with your Local Boards and look at the goals together. Inspire each other on how best to implement the goals!

What/Why?

The International Network can seem far away for a Local Group. Try to create a more international environment within the respective Local Group by showing the Local Groups what is going on in the International Network and involving them whenever possible. Make them understand why international strategic planning is important and how it can benefit them.

Which Goals?

Before discussing the goals, try to get a good insight on what the strengths and weaknesses of the Local Group are. Take a look at the goals to see which ones would be most suitable and most beneficial for the Local Group. Think creatively!

To whom are the goals addressed?

Some of the goals are addressed to a specific 'level': International, National or Local. Some are addressed to two of these levels, or even to all three. It is up to you to interpret these goals to your own benefit. If you think you would find it useful and realistic to implement the Strategic or Operational Goal, then you should definitely try implementing it!

Execution

When you have familiarised yourself with the situation of a Local Group and they are more aware of our international network, it is time to discuss the Strategic Goals with the group. Make sure that you do not only present the relevant Operational Goals to them but that you also come up with ideas and suggestions of how to reach the goal. Show them how the realisation of the goal(s) will directly and positively influence their own Local Group.

Some ideas for execution:

- Host a training or a workshop on the topic.
- Creating an incentive (e.g. a prize) for all Local Groups might motivate or stimulate them.
- Think about translating the goals into your national language.

Transition

Transition is important on two levels because the Strategic Goals involve a five year period. Continuity of the work of one board must be set forward into the next year.

National Board to National Board: During your transition period you should evaluate the implementation of the Strategic Plan on a National level as well as considering the goals that Local Groups have worked on and whether or not they succeeded. Discuss how to explain the Strategic Goals to the new Local Boards and get them to start thinking about which Strategic or Operational Goals are within reach for the next year. Then they should also evaluate their progress on achieving the goals.

Local Board to Local Board: Strategic Goals should not only be mentioned to Local Boards in terms of transition but they should be explained by reference to the situation of the Local Group itself. It would be best if the previous Local Boards could help the new Local Board with implementing some of the Strategic or Operational Goals in their One Year Operational Plan (OYOP). However, this is also an important task of the National Board. The National Board should meet up with the Local Boards when they start writing their OYOP's and decide on the relevant goals then.

Internal Structure

Focus Area 1

ELSA shall focus on Human Resources

Human Resources are a key ingredient of ELSA. Our members, our active members and our officers, are all incredibly important. All projects in ELSA are organised by students and attended predominantly by students. The increase of projects and goals has to be followed by a parallel expansion of human resources in respect of both quantity and quality. Your ELSA group should not only focus on recruitment and convincing new students to join, but also on preparing your officers to deal with the different tasks. Offering them possibilities to gain new skills and knowledge is a great way of making ELSA stronger as an association and providing our members with the skills for their future professional life.

Human Resources:

A group of individuals that represents a workforce of an organisation.

*National Groups shall have a **National Trainers Pool***

Tips and Tricks

- Contact your alumni and invite them to provide trainings during your meetings and training events. Co-operate with other students' organisations that have their own trainers and try to establish a joint trainers pool with them.
- Gather information about all the internal trainings organised on your National or Local level during last few years.
- Create a database with contacts to all the current and potential trainers.
- Organise a **“Train The Trainers”** event and invite trainers from the International Trainers Pool and/or external trainers to attend the event..
- Set up the rules of National Trainers Pool, regulating especially the process of becoming a trainer and the procedure of inviting a trainer for local events.

National Trainers Pool:

A database in which you keep trainers that are certified by your ELSA Group and trained to do ELSA trainings

“Train the Trainers”:

An event organised to train people to become part of the Trainers Pool

Best Practices

“We have a National Trainers Pool, consisting of 34 trainers (all of them are alumni) and coordinated by our Vice President for Human Resources. Every two years we organise a Train the Trainers event, which is a time when new trainers are recruited and all of them have a chance to participate in a whole week of courses.” *ELSA Romania*

“Our National Trainers Pool (NTP) has its own coordinator, elected every year from and by the trainers, who are experienced alumni and members. Each trainer specialises in a particular topic and the National Board and Local Boards can invite them for their events, following stated procedure. NTP meetings are usually organised twice a year and to become a trainer you need to perform a training during one of them and get a good rating for it.” *ELSA Poland*

“The acronym GIT stands for Italian Group of Trainers and it is a pool of skilled trainers who held trainings to the National and the Local Boards and to the Observed Groups. The GIT is now composed of 21 Trainers and they will turn 23 by the beginning of June. The GIT is composed by Italian Trainers of the ITP and by former Officers nominated by the NB who meet at least one out of two criteria:

- to have been former Local Officers for at least one year and they have to attend the ELSA Italy 'Train the Trainers' Event (EITTE). The EITTE is a training held by a Trainer of the ITP which takes place during the NCM (once or twice a year).
- to have been former National or International Officers. They have to send their applications and to attend at least a training held by an ITP Trainer within two years the end of their terms." *ELSA Italy*

ELSA shall create a training strategy

Tips and Tricks

- During transition, alongside their predecessors, National and Local Groups should analyse the status of the respective group and discuss what skills and knowledge they should focus on during their term.
- Plan events during which you can organise a training.
- Create a list of trainings you would like to have and events that you will organise.
- Prepare an enquiry for your officers to find out which areas they would like to improve their knowledge and skills in.
- Prepare a training for **"Fresher's"**, with basic information about ELSA.
- Organise training events, such as National Training Weekends, ELSA Training Day and Fresher's Camps.
- Appoint a Director who is responsible for creating and implementing a training strategy.
- Think what kind of knowledge and skills are required to become a Local or National Officer and base your training strategy on those requirements.

"Fresher's":
Students who are very new in ELSA and might have just joined

Best Practices

"Our training strategy is stated in our National Decision Book and it is structured as a list of trainings that a candidate for a certain position in the (National? Local?) Board should participate in to meet the requirements. Therefore, it is a list of most important trainings for each area. To give everyone an opportunity to participate in them, Training Weekends are organised both on the National (twice a year) and Local level." *ELSA Poland*

"We have a training strategy consisting first of all in the current presence of a specific Group of Trainers, called GIT (Italian Group of Trainers), very close to the ITP structure. This is something ELSA Italy is very proud of, and during this year the implementation of this group was a strategy and we succeeded in this. Secondly we encourage our Local Groups to organize training on a local level and we never miss a training during our National Council Meetings. Trainings are compulsory for the ELSA Observer Groups." *ELSA Italy*

*ELSA shall continually evaluate, share and optimise **recruitment strategies***

- Organise **a camp for university fresher's** (on the National or Local level) and introduce ELSA to the participants.
- Organise information meetings and sessions at your University.
- Introduce online system for applying to join ELSA.
- Prepare general marketing materials.
- Establish a coordinator for recruitment (that may be your Director for Human Resources, Secretary General or any other officer).
- Involve exchange students.

Recruitment Strategy:
A set of tactics to attract new members in ELSA

"Freshers' Camp":
A camp for all the students who have just joined ELSA and are very new in ELSA

Best Practices

“ELSA Italy tries to implement the sharing of recruiting practices among the local group, especially during the national events, in order to find the best practices on the local level; there is also a specific handbook on this.” *ELSA Italy*

“We recruit new members by branding ELSA as international, social and educative. Most importantly, we label ELSA as «the international alternative» among the many student organizations. Students are interested in the international aspect of law, and it is vital that we link that field of law to ELSA.

When it comes to the recruitment itself, we recruit within three student groups. The international students that come to University of Oslo, for whom we arrange the orientation week and various social and academic activities during the semester. We are usually strongly connected to these students, and by having this connection, the norwegian students also see the international perspective of ELSA.

Secondly, we recruit from the new Norwegian law students every term. We are active in the orientation week, demonstrate the above-mentioned «international alternative» strongly at general information meetings about the different student organizations, and hold a separate in-depth information meeting two weeks into the semester where the students can become active members. It is crucial to have a clear vision on what to brand ELSA as before the semester, for then to pitch it to the new students, for them to then learn more about us and join us at the in-depth meeting. It is also very important that we clearly visualize and express what different sections of ELSA do, how they can join and what they will do in that group (S&C, social, AA etc.).

Thirdly, we recruit within the rest of the Norwegian law students. We go to all the different lectures at the beginning of term to pitch ELSA and encourage all students come to the in-depth meeting. Over the years, people will after a while know what ELSA is and what we do.

Lastly, two crucial aspects for us is the social aspect, and the threshold for joining. Students, especially the new ones, are looking to join a social environment. Therefore we try to establish separate entities within each key area which then have social gatherings in addition to their ELSA-meetings. We also have «member-meetings» for all active and potential members, to establish social connections across the different key areas. The more the students find the environment socially pleasing and have friends within ELSA, the longer they will stay active.

A low threshold for joining is also crucial, because many students don't want to fully commit to a task without knowing if they like the work or the social atmosphere. This connects to communication, which needs to be absolutely clear about the different sections and their work.” *ELSA Oslo (Norway)*

ELSA shall improve knowledge management

When starting their term in office, each ELSA officer should remember that in most cases, other people have faced the same tasks and challenges as them before. There is no point in repeating the same mistakes, asking questions that have been already answered or dealing with problems that have been already solved. Lack of information is what slows down the development of ELSA. That’s why a special focus should be put on gathering, passing and spreading knowledge on all levels.

Knowledge Management:

A concept that is focussed on archiving information, knowledge and experience for future generations of ELSA

ELSA shall have an online archive available to all ELSA officers consisting of, but not limited to; minutes from previous internal meetings, current editions of the decision book, the statutes and standing orders, workshops presentations, general guidelines, various templates and handbooks

Tips and Tricks

- Try useful and commonly used systems that can archive your documents online (such as online databases).
- Gather all of the documents and materials that you and your board members have and search for the oldest (but still relevant) ones in the archives or among alumni
- Make your Secretary General (or the other board member) responsible for keeping materials in the digital archive updated
- Give all of your local officers access to the archive and promote the importance of using it

Best Practices

“We have a dropbox archive, consisting of national internal regulations, marketing materials, working materials for previous NCMs etc. It’s accessible for Local Officers and it is updated when the documents are found invalid or useless. National Board members are responsible for taking care of the materials from their areas and our Secretary General ensures that the whole thing works properly.” *ELSA Croatia*

“ELSA Italy has an online archive available to all ELSA officers containing minutes from previous internal meetings, current editions of the decision book, the statutes and standing orders, etc. and the Secretary General cares about its diffusion among the network using the mailing list and the Dropbox tool.” *ELSA Italy*

Every ELSA Group shall organise a transition session, common or separated, (of at least one day), before the end of the term in office for the newly elected Board

Tips and Tricks

- Discuss the schedule of **transition** sessions just after the elections of the new board and explain to them the importance of it.
- Have a workshop on the topic of transition during your National Council Meeting or other internal meeting.
- Organise a training for the newly elected Board, for example on teambuilding or preparing an **OYOP**.
- Before a transition session prepare a list of information, documents and other materials that should be passed to your successor.
- Make a transition session obligatory in your National internal regulations.
- Pass specific information to your successor about all of the external contacts that you contacted along with the outcome.
- Introduce your successor to all external contacts (in person or by e-mail).

Transition:

Handing over the work you did in your term to the next board who that will continue your work

“OYOP”:

One Year Operational Plan: A plan that you make in the beginning of the year that states your priorities and goals for your term

Best Practices

“We organise a transition weekend every year in which we organise several transition sessions on different topics. Some of the topics go deeply into things that happened during the year, while others are very focussed on future opportunities and team building of the new board. We try to invite a trainer for this transition weekend to help us organise these sessions in the most objective way. It really helps to rent a small cabin or house somewhere and to really take the time together.” *ELSA The Netherlands*

"Every year a local group organizes a transition weekend for everyone to attend. The weekend is usually held in July in order to ensure that as many ELSA-officers as possible are able to attend. The different topics of the weekend depend on what goes on in the network at the time, and what has been going on

the past year. The weekend usually starts with separate workshops for BEE, IM, FM, MKT, AA, S&C and STEP, so they can discuss what has happened the past year, and so that the newly elected officers can get a further introduction to what is going on in their area. Next are the workshop plans what topics/sessions they want to discuss the rest of the weekend. Normally some sessions are planned ahead especially since we try to have a trainer attend, but the weekend is really about giving the new ELSA-officers the knowledge needed in order to do their job. So what we do is rent a cabin or small house depending on how many people attend, so we can really just focus on ELSA and share all the knowledge we have. We also try to have some team building exercises so people get to know each other better so if they have questions later on (either during the transition or during the upcoming year) they feel comfortable contacting their predecessor and ask the question. This is the way for ELSA Denmark to use and share our knowledge archive in person by going away for the weekend and really take time to discuss ELSA." *ELSA Denmark*

Every ELSA Groups shall have an Externals' Contacts Database

Tips and Tricks

- Set up a database (a document in which you can archive contacts).
- Consider different access possibilities and the rules of using the database.
- For each external contact gather information such as contact person, contact details, relevant information about the firm/institution, history of cooperation and current terms of cooperation.
- If a co-operation failed, consider all of the potential reasons for this and include them in the database.
- Keep your database regularly updated.

Best Practices

“We have an Externals’ Contacts Database with sections for contact details, history of the contact and for additional comments about how the communication went. The Database is a useful tool to fulfil in practice the provisions about National and Local external contacts which are stated in the National Decision Book. If a Local Board asks the National Board to approach one of the contacts included in the Database, it is the National Boards decision to provide the Local Board with all the details – they do that only when it’s possible and recommendable.” *ELSA Croatia*

“Our External Relations Database is an important tool with basic information about the contact, the last approach, current (and wished) cooperation and informal information like feelings about the contact person. It helps us to keep the approaches organized and it helps us keep track of the former links to the ER. You get a good overview on what you have done and in which field you need improvement of contacting people.” *ELSA Austria*

ELSA shall improve/focus on communication within the network

Improving the communication within the ELSA Network is mainly the responsibility of the International Board, although it is also very important for National Boards to focus on their communication with the Local Boards and support ELSA International in improving communication throughout the ELSA network.

ELSA shall have an electronic newsletter directed to all stakeholders of ELSA

Tips and Tricks

- Use a free and accessible online program for creating newsletters or create a simple mailing list.
- Collect e-mail addresses from all of your **stakeholders**, including your officers, members, external contacts and events participants (but please consider your national data protection regulations first!).
- Make space in the newsletter part of your offer for sponsors and partners.
- Use the newsletter as a tool for promoting local, national and international events.
- Do not overcompensate or spam members.
- Be aware of which channels you use.

Stakeholders:

Your members, officers, external contacts, events participants and other interested parties

Best Practices

“We send out a national newsletter once per month. It’s prepared by the (National?) Secretary General who gets the content from the rest of the board. Usually it consists of advertisement from sponsors, announcement from National Board and invitation to participate in the international and national events. The newsletter is sent out to local officers, members who attended national events and members who specially signed up for it.” *ELSA Switzerland*

"Our Newsletter is released every two months and compiles events and news from international, national and local level. It aims to give our members a current overview of the possibilities that come with a membership in ELSA in an easy-going way. It is also a good way to keep partners updated about our activities. The Key Area officers in ELSA Sweden collaborate with the VP Marketing with regard to the content of the Newsletter. The VP Marketing is the one responsible for the design, content and release. The local groups are also invited to promote their events in the Newsletter to enable exchange between the local groups and to promote the network-aspect of ELSA. Until a few days before the release of the Newsletter they have the possibility to send in a description of their event and pictures to be included in the Newsletter. It is promoted mainly through social media and is sent by email to all our members.”
ELSA Sweden

Professional and academic development of law students and young lawyers

Focus Area 2

ELSA shall improve the quality of, and interest in STEP

STEP (the Student Trainee Exchange Programme) is one of the Key Areas of ELSA. The program enables students to travel to and work in other countries. It gives students the opportunity to develop themselves professionally and internationally.

ELSA shall strive to have a diversity of employers within STEP

Tips and Tricks

- Focus not only on law firms, but also on research facilities and (human rights) organisations to create **STEP partnerships**.
- Co-ordinate Local Groups in their STEP related actions to ensure that each Local Group will approach different types of employers.
- At the beginning of your term, try to prepare national and/or local strategy for STEP contacts that reflects the diversity of employers.

STEP Partnership:

A partnership with a company, institution or organisation that is focussed on STEP

Best Practices

“At the beginning of the cycle we make a list of subjects we want to approach. It consists of non-profit organisations, law firms and courts. All Local Groups are involved in this.” *ELSA Czech Republic*

“In the first cycle of job hunting ELSA Azerbaijan approached mostly law and consulting firms with proposals to join STEP. Due to the fact that work in these companies required knowledge of the local legislation, they rejected the offers to participate in STEP. In the second cycle, following our STEP coach Dariia Oliinyk’s advice, the STEP team started writing e-mails to local and international NGOs operating in Azerbaijan. After several meetings with potential employers, a positive answer to take part in STEP was received from Media Rights Institute, an NGO with focus on promotion and defence of freedom of expression in Azerbaijan.” *ELSA Azerbaijan*

“This year our VP STEP contacted the Dean of the Faculty of Law of University of Tartu, which is one of ELSA Estonia’s most loyal partners. We explained to him the difficulties ELSA Estonia is facing with STEP. He offered us his help and managed to secure a traineeship in the Faculty, which is the first job ELSA Estonia has managed to find over a very long time. We hope that this traineeship sets a great example to every law firm and organisation in Estonia.” *ELSA Estonia*

ELSA shall increase the number of STEP traineeships in the entire Network by at least 15% on a yearly basis

Tips and Tricks

- Expand your already existing relations with companies and partners to STEP partnerships.
- Target your **STEP hunting** closely. Do research on every potential employer, in order to point out the individual benefits of STEP.
- Find traineeships through gaining contacts at **networking events**.

STEP Hunting:

The process within STEP that initiates ELSA groups to ‘hunt’ for traineeships within their countries

Networking Events:

Try to find events (small or big) at which interesting law firms, companies or organisations meet to talk to each other

- Promote STEP by sending out promotional materials to contacts that you have and ask your contacts to further promote STEP among their contacts.

Best Practices

“Sending out hundreds of emails is usually not very successful. Just search for law firms with international potential that could be really interested in having foreign trainees. It is all about closely targeting.” *ELSA Czech Republic*

ELSA shall increase the number of **Student Application Forms** in the entire Network by at least 15% on a yearly basis

Student Application Forms:
The forms that students fill in, in order to apply for a traineeship within STEP

Tips and Tricks

- Organise STEP information meetings to explain potential applicants about their opportunities.
- Promote the STEP positions of other groups in your country.
- Use all available marketing platforms in your group to present STEP.
- Make sure that promotional materials are available on the most frequent places apart from faculty itself (libraries, coffee bars near the faculty, printing services in the near, etc.)
- Invite former STEP trainees to your information meetings or use them as testimonials in your marketing materials.

Best Practices

“We promoted the STEP traineeships a lot. We organised information meetings, put up posters at universities, held short talks during lectures etc. We asked the dean of foreign affairs of our university to send an email to all students about STEP. Then on Facebook we shared the ELSA countdown, we created a Facebook page for interested students, we made posters and shared them etc. It is basically all about marketing.” *ELSA Czech Republic*

“We have a Facebook group for all of our Local officers this year and a mailing list so we give them quite detailed instructions on how to promote STEP to the whole of their University and not just their members (this encourages more people to sign up as members). Also we have contacted other Universities and institutions and informed them about the opportunity. Because ELSA UK has an individual member system, this allows students who cannot set up a LG (for example, because they are only studying for one year) to become members and apply for STEP.” *ELSA United Kingdom*

ELSA shall constantly develop awareness and knowledge of human rights

Human dignity and Human Rights are the key points that ELSA stands for. It is therefore crucial that we show our devotion to Human Rights in our activities and partnerships.

ELSA shall develop its own **Human Rights programme**

Tips and Tricks

- Appoint a **Director for Human Rights** who will provide Local Groups/Boards with necessary assistance for organising events, as well as co-ordinating events amongst Local Groups and researching potential speakers and provide contacts to organisers.

Human Rights Programme:
A programme within your ELSA group that consists of different Human Rights events

Director for Human Rights:
Someone who is specifically appointed for taking care of Human Rights within your ELSA group

- Look at the curriculum of your own legal studies and try to find gaps in this curriculum concerning Human Rights that could use more attention.
- Follow the news in your country about changes of legislation on human rights to see if you can analyse this development.

Best Practices

“We have appointed a Director for Human Rights. The National Board actively encourages the Local Groups to implement Human Rights in their activities, especially by promoting an understanding of why Human Rights are important as a leading feature throughout the ELSA network” *ELSA Sweden*

“In Poland, the Human Rights Program is also regulated in our national decision book as a national focus program (constant one) and the Polish Ombudsman for Citizen Rights is the Partner of it – on the national level. A general benefit that ELSA gets from this partnership is the prestige of being supported by such an important person and national institution.” *ELSA Poland*

[ELSA shall establish human rights partnerships on all levels](#)

Tips and Tricks

- Create partnerships with local/national divisions of international human rights associations.
- Create partnerships with your national human rights associations.
- Create partnership with the Ombudsman office in your country.

Best Practices

“We have a partnership with the Dutch division of Amnesty International. All Local Groups benefit from this, because we arrange lectures and seminars for them upon request. By making it so easy for Local Groups to get a speaker from Amnesty, they increase their amount of Human Rights events.” *ELSA The Netherlands*

“We started our cooperation with the national Human Rights Centre as negotiations for STEP-traineeship, but as the STEP-traineeship did not work out, they were very interested in continuing to with ELSA the Human Rights Partnership came up as an option. The first concrete example of cooperation was the Human Rights Day where they hosted our group during the afternoon and talked about their work in the field of Human Rights to 30 participants from ELSA and 30+ participants from elsewhere” *ELSA Finland*

[ELSA shall organise an annual **ELSA Day** with participation of each Local Group](#)

Tips and Tricks

- Involve Local Groups in the organisation of an event.
- Ensure that Local Groups implement the ELSA Day in their OYOPs.
- Get Local Groups to cooperate in the organisation of an event.
- Appoint **Assistant/Director for ELSA Day** (or also Director for Human rights can be responsible) to work closely with all Local groups on ELSA Day preparations.

ELSA Day:

One day in the ELSA year on which all ELSA groups try to organise events that are focussed on Human Rights

Assistant / Director for ELSA Day:

Someone who is specifically appointed to coordinate or organise events on ELSA Day

Best Practices

“In order to be sure that the Local Groups implement the ELSA Day in their OYOPs we do not only communicate the date of the ELSA Day as soon as we know about it, but also ask them to send us their

OYOPs at the beginning of the term. Additionally one member of the NB (usually the coach of the respective Local Group) tries to be present during the Working Days of our Local Groups at the beginning of our term. Therefore we can more easily help in devising the OYOPs and assist the Local Officers in implementing international events and projects (such as ELSA Day, IFP but also the launching of the international Moot Courts etc.). As far as necessary we also provide them with the help of our Director for Human Rights with topics for ELSA Day.” *ELSA Austria*

"In Italy, 17 local groups have organized an ELSA Day event and all this was possible thanks to the detailed list of IFP and HR topics that helped so much the officers for planning the events. Most of them regarded the S&C's area achieving a lot of interest by the public. We think that is necessary to implement the planning of AA's events." *ELSA Italy*

ELSA shall increase the awareness of the International Focus Programme among members and externals, as well as the general implementation of it

The International Focus Programme, as stated in our Decision Book, represents a forum where law students and young lawyers can gather to discuss a current theme through/during various activities. In order to fulfil that aim, every Local and National Group should put an effort into promoting the existence of the IFP in the Network and ensure that the IFP topic is implemented in all Key Areas in various projects. Having a focus on a specific topic for a certain period of time can be beneficial to attract different externals that are dealing with the specific topic and establish long-term partnerships

ELSA shall strive to get a larger number of STEP Traineeships within the IFP area

Tips and Tricks

- IFP should be equally implemented within all Key Areas, so try to closely with other board members when they are organising events.
- When organising IFP events such as essay competitions or seminars try to approach speakers and/or institutions to ask if they would be interested to give IFP traineeships.
- At the beginning of the term in office, set a clear plan how many STEP traineeships within the IFP area you want to get.

Best Practices

“ELSA Italy has increased the number of partners for STEP, by working very closely with the best professionals in the field of media law and legal research, such as Mr. Santosuosso, President of the Interdepartmental European Research Centre for Law, Science and New Technologies (ECLT) University of Pavia, acting in harmony with the International Focus Programme. Everything has been done in the closest possible cooperation with our current partners, with a view to increasing the added value of our national network and our commitment can help bring great trust to the future partners of ELSA Italy.” *ELSA Italy*

ELSA shall develop a strategy to maintain and improve partnerships of former IFP topics, even after the introduction of the new IFP topic

Tips and Tricks

- Organise IFP projects and make IFP visible in a lot of places through media channels so that you can attract partnerships

- Keep in contact with IFP partners over a longer time period and try to create a long-term relationship by finding ways of cooperation that are more sustainable

Best Practices

“After the introduction of Media Law, we tried to revitalize the previous partnerships signed under the Health law IFP, in particular strengthened the partnership with SISM: Italian Secretariat of Medicine Students. ELSA Italy has succeeded in keeping alive the Health Law IFP with a project in collaboration with ELSA Croatia and SISM entitled “Caught from inside: the other side of life” which looked at the reality and health of prisoners. Also, ELSA Italy has organized the second edition of IFP DAY, an Italian specialty, a day dedicated to events focused on MEDIA LAW organized by each local board.” *ELSA Italy*

“In Austria we have decided to introduce two so called IFP Weeks during which all Local Groups have to organize an event with the focus on the IFP topic. These weeks should as far as possible be determined together with the Local Groups at the beginning of the term, taking therefore into consideration the individual exam periods. During this week the IFP is present also on Facebooks by means of posts which present the different topics addressed during the events. We have also appointed a Director for IFP who is responsible of gathering ideas, current topics and even proposals for speakers for the events. Both strategies ensure that the IFP is understood and implemented on a local level.” *ELSA Austria*

ELSA shall offer a broader range of legal education opportunities

ELSA’s purpose is to contribute to legal education, by providing opportunities to her students to develop themselves and others. To make this purpose come to life, we have to make sure that the range of these opportunities is broad enough to fulfil the needs and dreams of all our members.

ELSA shall focus on organising Moot Court Competitions on all levels

Tips and Tricks

- Appoint a Director or Vice-President for Moot Court Competitions.
- Find partners that will continue to sponsor your MCC yearly.
- If there are already traditional moot courts at your faculty, try to organise new ones in different area of law.

Best Practices

“MCC is a tradition, especially the one on the National level: Czech Moot Court Competition (CMCC). We make sure that every year, we have well realised CMCC. This year we have already accomplished this goal by organising a CMCC on International Private Law, its final round was on 21th November 2013. The Sponsor of the project was very satisfied since he was also able to mingle with the participants and therefore the participants were satisfied as well.” *Czech Republic*

“In Italy we can say that a large number of local groups have arranged a local MCC with a lot of success, several for the first time. We can say with pride that this year again the NMCC has been successful. To improve the MCC at all level I'd like to create a specific Handbook and include the Moot Training Days.” *ELSA Italy*

“We heavily advertised the international Moot Courts this year, which already resulted in great participation numbers for the current year, but will also be reflected in the figures for next year. Moreover,

we launched a national M&A Contract Competition and we still organize a civil law moot court in two of six local groups. To ensure the quality of the events and even broaden our range of events, we implemented the position of a VP MC at our last NCM, including the selection of the first VP MC ever in the history of ELSA Austria.” *ELSA Austria*

ELSA shall focus on organising activities for the development of the **practical skills** of law students and young lawyers

Practical Skills:

Non-personal skills, Skills with a practical element such as computer skills, repairing skills, a talent for sports etc.

Tips and Tricks

- Research the **soft skills** which students would like to receive training in (for example, on things they miss during their studies).
- Organise activities such as negotiation competitions and contract competitions etc.
- Involve your partners in CV/interview trainings.
- Make the sessions as interactive as possible to maintain attention.
- Integrate a **soft skills** training in your NCM, for example presentation training.
- Combine a **soft skills** training with a legal topic, such as essay competitions, that involve both legal knowledge and writing skills.

Soft Skills:

Social, personal and intellectual skills, such as communication, presentation, leadership etc.

Best practices

“In Austria we have implemented a national project called the ELSA Seal the Deal: The M&A Contract Competition (=M&ACC) during which the participants acquire knowledge and practical skills they miss entirely during their legal education in Austrian universities: the ability to write contracts and negotiation skills. The M&ACC consists of a combination of the classical written part of a Contract Competition, which culminates in an oral negotiation during which the participants strive to reach an agreement. We have decided to lay an additional focus on the topic of Mergers&Acquisition as law firms are very much interested in this legal field and thus gladly support this event” *ELSA Austria*

“Our AA and S&C projects are mainly legal education activities, as we organise essay competitions (3 of them on the national level), a Trial Speech Competition (in cooperation with the Bar Association), and a Mediation Competition. They combine a legal topic with practical skills.” *ELSA Poland*

ELSA shall prioritise the organisation of Law Schools, as the leading scientific events of the Network

Tips and Tricks

- National Boards should encourage their Local Groups to organise Law Schools.
- The National VP S&C should have regular contact with the **OC**.
- Inform Local Groups about the Summer Law Schools online platform.
- Promote the SLS of other groups among your members, so other groups will promote yours as well.
- Bring promotional materials of your SLS to international meetings.
- Give a Workshop about Summer Law Schools at your NCM.
- Apply for **EDF** funds via your National Treasurer.

OC = Organisation Committee

The people that are responsible for the organisation of an event.

EDF = ELSA Development Foundation:

A special foundation controlled by ELSA International that you can apply for if you are organising an event. A contribution from the fund might be granted if your event fulfills certain conditions, such as receiving international participants.

Best Practices

“The OC starts organising the SLS in September, so there is a lot of time before the Summer School takes place. The partners and topic of our Summer School remain the same every year. As a consequence, quality and productivity rises every year. However, the content of the lectures can change due to the topical and current hot issues that influence our topic.” *ELSA Odessa (Ukraine)*

“The key to its success and continuity is the annual development of a strong tradition of a very popular topic of this millennium: M&A. This topic has been repeated since the beginning and now we have our 10th SLS. The irresistible charm of the city that never sleeps adds to the reputation of the one-week-long academic and social program. In addition to the best M&A lawyers of Istanbul giving lectures and workshops, its continuous partners ensure the quality.” *ELSA Istanbul (Turkey)*

Internationality

Focus area 3

ELSA shall bring the international aspect of the association closer to the National and Local level

Being an international association is probably the first thing that differentiates ELSA from other students' associations at our universities. This aspect enables our members to work and communicate in the international environment and to become internationally minded lawyers.

ELSA shall focus on regional events as a means of making internationality accessible to more ELSA members

Tips and Tricks

- Create a communication channel (for example, via a mailing list or a Facebook group) for officers from ELSA Groups in your region in order to stay in touch and brainstorm what events you can organise together.
- Contact your neighbouring ELSA groups in order to organise Regional Presidents or Officers meeting together.
- Use **international internal meetings** as an opportunity to have a meeting with officers from ELSA Groups from your region.
- Consider which of the events that you already organise may be interested for ELSA Groups from your region and invite them to join and make it international.
- Organise an S&C or AA event on the topic that affects your region that will gather participants from your neighbouring countries (for example conference, essay competition, Legal Research Group).
- Have joint **Freshers' Camps** with your neighbouring ELSA Groups.
- If you organise annual event with ELSA Groups from your region, think about changing location of it every year.

“International internal meetings”:

Meetings for ELSA officers, where all the important topics are discussed and all the decisions are made. Mostly: International Council Meetings, International Presidents' Meetings, Key and Supporting Area Meetings

“Freshers' Camp”:

A camp for all the students who have just joined ELSA and are very new in ELSA

Best Practices

“We organise together annual *EX Yu Conference* on the topic of human rights that gathers around 80 participants from all the countries with some international guests.” *ELSA Bosnia and Herzegovina, ELSA Croatia, ELSA Montenegro, ELSA Republic of Macedonia, ELSA Serbia and ELSA Slovenia*

“Every year we organise Nordic Presidents' Meeting which is where we discuss important ELSA topics, have workshops and trainings for ELSA officers.” *ELSA Denmark, ELSA Finland, ELSA Norway and ELSA Sweden*

“BeNeLux Meeting is an event addressed to our officers and members but also to the international guests. We meet to spend time and have workshops and lectures together. First edition was also joined with Christmas Cocktail in the ELSA House.” *ELSA Belgium, ELSA Luxembourg, ELSA The Netherlands*

“The Iberian Fresher’s Camp is our joint project that run for three editions. The idea is to have it organised by each country on alternate years. It usually lasts from Thursday to Sunday and is focused on newbies, so the social programme is even more important than the academic part - tourism, parties, sport competitions and so on. For experienced members, we have workshops during some of the fresher’s activities, but we’re don’t avoid socialising with the new people. If it is properly organised along with a really strong marketing campaign, the project is always a great success.” *ELSA Portugal, ELSA Spain*

ELSA shall focus on the promotion of international exchanges between ELSA groups in the Network and the improvement of the structure and the organisation of such activities

Tips and Tricks

- Promote the new Study Visits Guidebook in your ELSA Group, which that is available here: http://elsa.org/page/study_visit_guidebook.
- Organise Study Visits workshops during your National Council Meetings, in order to discuss and improve the organisation of them.
- Assist your Local Groups in finding a Study Visit partner.
- Elect a Director who is responsible for Study Visits.
- Contact officers from different ELSA Groups and suggest organising a **Multilateral Study Visit** together.
- Combine Study Visits with AA or S&C events that you already organise in order to have a well prepared, professional academic programme.
- Incorporate IFP and Human Rights related topics in the academic programme of Study Visits.

Multilateral Study Visit:
Study Visit during which several ELSA Groups visit one ELSA Group

Best Practices

“A Director responsible for Study Visits (and usually also Institutional Visits) is elected on the National Level and in almost all of the Local Groups every year. Thanks to that, we have officers responsible only for promoting and organising those events, which influences quality and quantity of them in a positive way.” *ELSA Poland*

"We decided this year to organize a multilateral Study Visit which was an amazing experience and opportunity to meet old and make new friends. Approximately 70 participants from ELSA Prague, ELSA Vienna, ELSA Berlin and ELSA Rzeszów spent time together in Prague, enjoying both academic and social programme - for example lectures given by office manager from Allen&Overy and Vice Dean of Law Faculty and of course, great sightseeing." *ELSA Czech Republic, ELSA Poland, ELSA Austria, ELSA Germany*

*ELSA shall promote **legal English trainings** within the Network.*

Tips and Tricks

- Promote ELSA International’s Legal English Partner, which can provide you with legal English training in your National or Local Groups.

Legal English training:
A professional training on Legal English vocabulary and skills, given by prepared tutor

- Establish a co-operation with a school of foreign languages to provide your members with special discounts for courses or to support your Group with trainings during internal meetings.
- Co-operate with the Department for Foreign Languages at your faculty.
- Ask your Partners or other Law Firms to support you with Legal English training.
- Organise legal English trainings during the student hunting phase of the STEP cycle in order to promote both activities at the same time and improve the quality of STEP applications.

Best Practices

“Legal English trainings have a very strong position in our network and exist in almost all Local Groups in different capacities. We’ve appointed a Director for Legal English to attempt a better coordination between the Local Groups. Many of the Local Groups have organised, or are preparing to execute Legal English courses/trainings. There is also work going on to develop a National handbook.” *ELSA Sweden*

“We have a Language Partner – a language school that offers special legal courses with discounts for ELSA members and assists ELSA with translations.” *ELSA Croatia*

“Thanks to our cooperation with the British Council, we organise professional Legal English Trainings for our members. What’s more, we provide a discount for our members to take ILEC exams.” *ELSA Republic of Macedonia*

ELSA shall include international exchange students in its activities

Tips and Tricks

- Promote the concept and benefits of **Studies Abroad Projects** among all officers and members in your ELSA Group.
- Establish links with those who deal with incoming students in your faculty and join the programmes they have or suggest introducing one.
- Co-operate with ESN (The Erasmus Student Network) or other students’ associations that address their activities to international exchange students.
- Present ELSA and our activities to exchange students during their Welcome Days at your faculty.
- Organise activities for law exchange students only during Welcome Days at your faculty, for example **tandem exchange**.
- Organise as many activities in English as often as you can. It may attract international exchange students and be beneficial for your members.
- Invite international exchange students to participate in your academic and social events.

“Studies Abroad Projects (SAP)”:

Informative events about different possibilities of studying abroad as well as reception activities for incoming foreign students.

“Tandem exchange”:

An initiative that helps students to contact communicate and meet for mutual language practice. For example, a French person learning German could form a partnership with a German person learning French, in order to practice together.

Best Practices

“Our Local Groups - ELSA Bergen and ELSA Oslo, welcome the exchange students by hosting a mentor week. This week introduces the incoming students to social and academic opportunities in Norway and they get to know local ELSA members and other Norwegian students at the faculty. After this week the

local ELSA groups aim at promoting all of their activities both towards domestic and international students and they include exchange student in activities such as: LRGs, ELSA Lingua (tandem exchange), cabin trips, legal English courses, conferences, institutional visits and dinner parties.” *ELSA Norway*

“ELSA Copenhagen takes care of all the international students during their semester. This means that they pick them up at the airport and make sure that they get settled in alright etc. ELSA Copenhagen even has a special mentor position in the board for this. The mentor acts like a go-to-person for the mentee during the whole semester, and then they also arrange movie nights and other kinds of social events..” *ELSA Denmark*

ELSA shall increase the number of international events on both a national and local level

Tips and Tricks

- Organise academic events that will be opened up for the whole network (for example, international conferences, Summer Law Schools etc.).
- Make your international projects annual and try to establish a long term co-operation with project partners.
- Consider bringing your annual National events to the International level, for example by inviting international speakers and guests.
- Constantly raise awareness of the International level of ELSA amongst your officers and members and show them benefits of organising international events.
- Apply to host an International Council Meeting, International Presidents' Meeting, Key Area Meeting or a Supporting Area Meeting.
- Apply to host Mid and Final IFP conferences or the ELSA Moot Court Competition Regional Round.
- Search for grants or partners that would be interested in supporting international events financially.

Before you approach an international law firm or apply for an international grant, remember to follow the procedure regarding external relations in the Decision Book!

Best Practices

“We were able to organise the Final Conference on Online Hate Speech in December, which was something quite extraordinary given our general hesitation to organise international events. However, the Conference was all in all a success.” *ELSA Norway*

" The reason behind our many international events (4 Summer Law Schools and an International Council Meeting next term) is the motivation of the individual members who work very hard. We have a lot of human resources and every member does as much as they can in their selected area. Thus, all the hard work and sleepless nights pay off with the satisfaction of a successful event." *ELSA Romania.*

External Relations

Focus Area 4

ELSA shall improve its cooperation with other organisations, institutions and corporations

Cooperation with other organisations, institutions and corporations can be very valuable for your ELSA group. You can get academic support, a good network and perhaps even financial contributions. Working with students can teach you a lot about managing an association and working with institutions like the Council of Europe can give you a lot of support in specific projects that you organise.

ELSA shall increase the number of National Groups cooperating with the Council of Europe

Tips and Tricks

- Invite speakers from the **Council of Europe** to speak at your events.
- Organise Institutional Visits to Strasbourg and visit the Council of Europe.
- Ask for the patronage of the Council of Europe, if your project is related to human rights,
- Ask for promotional materials from the Council of Europe for your human rights events.
- Organise projects that can be jointly organised with the Council of Europe, for example legal research groups, competitions and conferences.
- Try to get in contact with the local offices of the Council of Europe in your country.

**Contact the VP
AA of ELSA
International for
all of that. Don't
contact the
Council of
Europe directly!**

Best Practices

“We have been supported by the Council of Europe in our annual Human Rights events, the little school of Human Rights and the Summer Law School on Human Rights and Globalization, with different types of promotional materials”. *ELSA Croatia*

“We have a close cooperation with the federal chancellery and already participated in conferences, jointly organised by them with the Council of Europe. We plan to collaborate with the ministries and the Council of Europe in the future. Our new human rights partner with whom we will strengthen our human rights roots has close links to the Council of Europe.” *ELSA Austria*

ELSA shall increase cooperation with international student organisations throughout all levels

Tips and Tricks

- Create **Memoranda of Understandings** with other associations.
- Set up meetings with boards or members of other associations to discuss ‘best practices’ and learn from each other,
- Jointly promote each other in order to get more recognition and visibility and reach students or potential partners that you may not be able to reach alone.

Memorandum of Understanding:
A bilateral or multilateral agreement between two or more parties. It expresses an intended common line of action and cooperation.

- Visit each other's meetings to learn about different student organisations and to create a good relationship (you may even be able to promote ELSA by asking to give a presentation at their meeting).
- Think about projects that may be jointly organised with other associations and contact them to work on it together. For example, with study visit [ALSA or ILSA](#), or a conference on health law with IFMSA).
- Offer legal advice to other associations in exchange for help that you may need from them.
- Invite alumni or trainers from other associations to prepare a training for your officers or even join your National Trainers' Pool.
- Visit each others social events or organise social events together

ALSA (The Asian Law Students' Association) & ILSA (The Israeli Law Students' Association) are partners of ELSA. To get in contact with them, write to president@elsa.org.

Best Practices

“We have a Memorandum of Understanding with AIESEC and AFA (the United Nations Youth Organisation in Austria) which leads to joint events, such as lectures. The special benefits lie mostly on the higher reach of members and publicity and the bundling of forces for big events, which is especially important at universities with less students” *ELSA Austria*

“We co-operate with the Italian member of IFMSA (International Federation of Medical Students' Associations) on a project called “Caught from Inside: the Other Side of life” which aims at giving to law/medicine students and young graduates the possibility to deepen their knowledge, to gain awareness within the topic and to experience the level of protection of prisoners' rights at a National and International level, with a particular attention for their right to health and to medical treatments.” *ELSA Italy*

“Some of our NTP trainers are Alumni from other students associations. Regarding this cooperation, they can also attend our Train the Trainers events and in exchange, ELSA members can join similar ones, organised by them.” *ELSA Germany*

ELSA shall increase the number of partners for STEP and delegations, improve the quality of existing partnerships, and aim to have a long-term cooperation with partners

Tips and Tricks

- Try to create general partnerships with STEP employers in your city or country.
- Present your STEP partners other projects and opportunities that ELSA can offer.
- Discuss with your STEP partners how they would like to see the long term co-operation develop.
- Evaluate cooperation with your partners and discuss together what you can improve for the future.
- Try to establish cooperation with law firms or institutions that may be interested in covering the costs of delegations for your members.
- Sign long term agreements with your general partners or agreements for annual projects.
- Introduce your successor to your partners during transition, in order to make the cooperation long term.

Best Practices

“To keep STEP partnerships long lasting is not very difficult. When an employer has participated and is positive about STEP, it will contribute to the cooperation later on. We try to give the employers the best feeling possible by communicating every single step we take in the procedure, such as showing them the portal or the posters that we have made.” *ELSA Germany*

“In 2013/2014, ELSA Austria established partnerships with the ministry of foreign affairs, the ministry for interior and the federal chancellery, which will hopefully result in long-lasting cooperation. All of the partnerships towards the public sector can be considered as high-quality collaborations.” *ELSA Austria*

ELSA shall establish partnerships with Bar Associations on every level

Tips and Tricks

- Contact the Local or National bar associations in your city/country to present ELSA and your projects and initiatives to them.
- Ask them to support you with patronage of your ELSA group; their reputation and prestige may give positive results for your promotion and position.
- Contact them to support you with speakers to your events, general financial support or support with specific projects.
- Offer them promotion and other support with their projects, in order to establish good cooperation.
- Think about projects that may be organised jointly with Bar Associations, discuss your ideas and start to co-operate!

Best Practices

“We decided to help the Czech Bar Association and promote their essay competition, by reaching young lawyers that they wanted to reach out to. Thanks to that, we have established a connection for the future and we are now thinking about organising other joint activities.” *ELSA Czech Republic*

“We have a partnership with the Norwegian Bar Association especially concerning our National Moot Court Competition, which they support financially. The cooperation is very good and satisfying for both sides.” *ELSA Norway*

*ELSA shall increase the number of joint projects with **partner organisations** within all levels of the Network*

Tips and Tricks

- Exchange trainers/trainings (the other associations may also have **trainers pools**) to provide local trainings on soft skills, for example.
- Organise conferences together on a topic of interest (which could be multi-disciplinary with a legal focus). For example a medical conference in which you include lectures about medicine law.

Partner organisations:

Not only– international students’ associations (*check the second operational goal in this section*) but also academic circles, students’ government and other organisations on your faculty

Trainers pool:

A group of trainers prepared, qualified and certified to do the trainings for officers and members in the association. In ELSA – check *National Trainers Pools in Pools* in section *Internal Structure*

- Organise joint seminars locally in your university with partner organisations, this can attract more members and create bigger visibility.
- Organise Job Fairs together; each of you can invite your partners in order to make the event bigger and more attractive.
- Contact Student Governments on your faculty.
- Check if there is a possibility for your ELSA Group to be part of an **umbrella organisation** in your faculty, joining other students associations.
- Work together with academic circles on organising competitions, debates or other academic projects.

Umbrella organisation:

An association of organisations, joined due to similar aims or areas of activity

Best Practices

“We are organising a Students Mobility Week where every organisation presents its activities with a special focus on mobility possibilities (traineeships, summer programmes, conferences etc.) and during that week, each of the students’ associations is responsible for one training or workshop on soft or hard skills, depending on experience and specialisation.” *ELSA Croatia*

“Our Local Groups very often with academic circles which are very popular on our faculties. We organise conferences, competitions, debates or other academic projects together. It's usually very beneficial for ELSA, because we share costs and tasks and get easily support from the University or academics, as the academic circles are usually very privileged.” *ELSA Poland*

ELSA shall develop long-term cooperation with universities

Tips and Tricks

- Try to involve professors in your activities, for example ask them to be speakers at a conference or jury members in a competition.
- Participate in **Studies Fairs** at your University.
- Ask for support from your University in the means of office space, materials or financial support for specific projects.
- Ask for permission to use conference rooms and classrooms at the University for free.
- Invite your dean to give an opening speech at the conferences you organise at your University.
- Ask for permission to promote you activities at your University, using marketing materials and internal online channels.
- Create an advisory board and ask professors (or the dean) to be part of it – it will make them feel honoured and it will create a good cooperation.

Studies Fairs:

Events organised at the University, where different associations, organisations, courses, faculties etc. can present what kind of opportunities for students they offer.

Best Practices

“We have tried to involve the dean and the professors in our activities. We’ve implemented an advisory board this term and asked them to be part of it. This is a win-win-situation because the professors feel honoured and we can get profit from their reputation and support with our projects.” *ELSA Austria*

“University of Tartu is Estonia’s oldest university and also the oldest university with a Faculty of Law. The Faculty is one of ELSA Estonia’s most loyal partners and support our activities. From early on, they have provided us with an office in Tallinn and Tartu and with the necessary equipment for our work. Our e-mails that are targeted at potential members of ELSA Estonia are forwarded into the Faculty’s e-mail lists.

At the beginning of every year we agree with the Faculty regarding cooperation for the year, they help us with funding some of our events, provide us with rooms for our events as well as speakers from the Faculty.” *ELSA Estonia*

Financial stability

Focus Area 5

ELSA shall be a financially sound organisation with enough resources to fulfil its goals

Finances are always an important point of discussion. Having enough financial resources is important for both the quality and quantity of ELSA events and for the development of new ideas and opportunities within ELSA. Also, knowledge about fundraising should always be increased and passed on.

It is not only important to obtain money, for example via sponsorships and grants, but also to make sure that the money you have is managed and well spent. Therefore, all groups should make correct and clear budgets, use adequate bookkeeping systems and pay attention to transparency.

ELSA shall have a clear view of its financial situation at all levels, through proper bookkeeping and budgeting

Tips and Tricks

- Check and always follow your national law on bookkeeping and inform your National and Local officers about importance of it.
- Find and use a proper [bookkeeping program](#), preferably made for organisations such as ELSA.
- Consider a cooperation with an external accountant,
- Ask your national alumni to be [External Auditors](#).
- Provide Local Groups with accounting workshops and trainings at NCM's and other national meetings.
- Prepare manuals and handbooks on bookkeeping and budgeting.
- Focus on transparency and financial updates both from the National Board to Local Boards and from Local Boards to the National Board.
- Have a financial updates/discussions with your board at least every 3 months, to give the other board members a good overview of financial situation.

Bookkeeping programs:

Programs which help with accounting and general and general financial management. A lot of bookkeeping programs for non-profit organisations like ELSA are available on line for very low costs. Popular examples are: QuickBooks, The Raiser's Edge,

External Auditor:

A professional audit company or a person experienced in taxes, who carry out an audit for ELSA Group, mostly to check whether bookkeeping is done in accordance with general law.

Best Practices

“Our external auditor is an ELSA Alumnus who works for a Finnish tax bureau. He is a former treasurer himself. As such our relationship is friendly, but we are in contact only when necessary, so if everything goes well I will not meet him before giving my bookkeeping for auditing. I wouldn't call him strict but very professional. He will correct me, as he did to my predecessor, and will not allow sloppy work.”
ELSA Finland

“In our bookkeeping program we use formulas that automatically count all the 'accounts' in the budget. This means, that if we are up to date with our bookkeeping, we can always give a precise answer on how much money we have spent on each event. But then of course you still have to know which income and expenses you need to pay in the near future to get a precise view of the financial situation”
ELSA Denmark

“As accounting and budgeting very often seem to be something complicated that only Treasures have to deal with, it's extremely important to make all the board members aware that they are also responsible for the income and expenses of the board. Therefore, we plan a board meeting at least every 3 months where we only analyse our financial situation and fulfilment of the budget. Thanks to that, everyone is updated and aware what's of what is going on.”
ELSA Poland

ELSA shall, on all levels, increase the number of trainings on the topic of effective fundraising

Tips and Tricks

- Create a fundraising strategy at the beginning of your term in office on a Local and a National level.
- Invite **NTP, ITP** or external trainers to give the training. For external trainers you can ask your partners or research companies within that field you would like training in.
- Use opportunities at National Council Meetings to organise fundraising trainings, especially for Presidents, Treasures and all the other officers responsible for that area in your ELSA Group.
- Organise a National Training event for officers, where fundraising could be one of the topics that the trainings cover.
- Have a training during your transition period for the future President, Treasurer and other officers responsible for fundraising in your ELSA Group.
- Organise a fundraising training for the Organising Committees of big events that you're planning.

NTP (National Trainers' Pool) and ITP (International Trainers' Pool): Databases of trainers who are prepared, qualified and certified to do trainings for officers and members in your ELSA Group. Check also definitions in *Internal Structure and External Relations*

Best Practices

“Our NTP gives fundraising trainings. I think they benefit our members because it shows them general methods which they could use to contact potential sponsors and how to structure the fundraising process. But fundraising does depend on contacts rather than on technics.” *ELSA Germany*

“This year, the whole National Board not only focuses on the search of new sponsors and partners, by dividing the responsibility across the board, but we also act in a more precise manner by seeking funds for specific projects in S&C, AA and STEP area. We will create a special unit of 4 directors who will work with the areas of BEE, MKT and FM with the aim of not fundraising but also training and helping the Treasures of the Local Boards which have difficulties in obtaining funds for their activities” *ELSA Italy*

“Our National Board always helps Local Groups and supervises their financial management. This includes fundraising, so shortly after being elected, the National Board meets with Local Groups and presents them fundraising and grant strategies.” *ELSA Turkey*

ELSA shall create a strategy for obtaining grants

Tips and Tricks

- Elect National and Local Directors for Grants or Grant Teams.
- Research grant programs carefully, focussing on the requirements and expectations of the organisations that offer them.
- Put a special focus on obtaining grants in your fundraising strategy and plan the grants that you would like to apply for at the beginning of your term in office.
- Include organisations offering grants in your **Externals' Contacts Database** or prepare a separate database only for them.
- Concentrate on putting a lot of effort into preparing your grant application by following all of the relevant instructions and creating a good description of your event and its aims.

Externals' Contacts Database: A database and archive gathering information about external contacts, such as contact details, contact persons, history of the cooperation, relevant facts about the institution. Check also the same term in the section *Internal Structure*

- Co-operate with other student organisations or NGOs when applying for grants. You can share experience or even apply together.
- Organise and attend trainings on applying for grants, institutions offering grants very often provide detailed information how to apply for them.

Best Practices

“Do research on the grant you are applying for, and read any statutory documents they might have. Try to make your application fit their mission statement or other requirements they might have. The people finally deciding if you get the grant will always have such documents as a strict guide for their assessment of applications” *ELSA Norway*

“To make our activity in the area of grants more effective, a Director for Grants is elected on the national level almost every year and most of the Local Groups also elect one (if only there are any candidates for this position). Thanks to that, we have people responsible solely for researching grant possibilities and for preparing the applications.” *ELSA Poland*

“It depends from whom you want a grant, for example I approached the Ministry for Higher Education. I had to question myself about the target - What do they care about? What do they want to hear? They want the best education for their students, quality but also attractiveness. They also do care about the job market - so, I sold ELSA as a total plus for students but also for the employers. I sold the internationality, as national body, they care about the international and the representation of the nationals abroad. So in conclusion: Inspect the target before you shoot.” *ELSA Luxembourg*

Profile of ELSA

Focus Area 6

ELSA shall be known for offering legal opportunities and high quality activities

Whoever sees a logo of ELSA should connect it with high level legal education and activities, since this resembles the means of how ELSA tries to achieve its vision. Having a positive image is beneficial for gaining more partners. Also, it should be clear to everybody what ELSA is doing exactly and how you can benefit from it.

ELSA shall focus on increasing understanding of ELSA and ELSA related activities for all its stakeholders and in particular externals

Tips and Tricks

- Organise one representative event related to the Vision of ELSA.
- As Local Group, have an information desk at your university introducing ELSA.
- Plan events especially just for partners, sponsors and other externals.
- Organise a **partner reception**. Keep presentations short and simple and only invite partners to speak if they have something good to say.

Stakeholders:

All people and organisations that are, in some way, connected to ELSA, like partners, patrons and members

Partner Reception:

Although the execution may differ per group, the main idea is the organisation of an event for which only partners are invited and which is meant as a tool to give them more insight in current events in ELSA

Best Practices

“We host a yearly conference in November. It is renowned among professors and law firms. It attracts about 100 people as participants and has become a highlight during the academic year. It is successfully used in recruitment and fundraising” *ELSA Passau (Germany)*

“We have an annual Partners Reception, hosted by one of our Partners. Here, we present the most interesting events in the network and in Germany and talk about development plans on a National Level. Partners have the possibility to ask questions and discuss upcoming topics with the National Board. The evening finishes with some food and wine, generously sponsored by the hosting Partner.” *ELSA Germany*

"Our Newsletter is released every two months and compiles events and news from international, national and local level. It aims to give our members a current overview of the possibilities that come with a membership in ELSA in an easy-going way. It is also a good way to keep partners updated about our activities. The Key Area officers in ELSA Sweden collaborate with the VP Marketing with regard to the content of the Newsletter. The VP Marketing is the one responsible for the design, content and release. The local groups are also invited to promote their events in the Newsletter to enable exchange between the local groups and to promote the network-aspect of ELSA. Until a few days before the release of the Newsletter they have the possibility to send in a description of their event and pictures to be included in the Newsletter. It is promoted mainly through social media and is sent by email to all our members.” *ELSA Sweden*

The websites of ELSA must give a clear overview of the Network's activities

Tips and Tricks

- Give an overview of international events and STEP traineeships. It may be useful to have a calendar at the National Level with details of Local, National and International events.
- Place links to all ELSA groups in your country.
- Support your Local Groups by informing them of the Network's activities.
- Appoint a Director for IT.

Template:

A standard document (word, ppt, indesign, photoshop, etc.) that you can personalize into your own document. It's very useful for marketing materials.

Best Practices

“We have developed a special website template through which we can provide a homepage system to all of our local groups. It is also quite easy to use.” *ELSA Germany*

“We have a website that shows Local, National and International events and it has links to the events page of ELSA International. We have a news page and an ‘opportunities for members’ page so that all international opportunities and developments, such as the Law School discounts, are brought closer to our members.” *ELSA The Netherlands*

ELSA shall develop its brand and establish a unified image as an international and professional association

The size of ELSA is one of its biggest advantages. To use it more efficiently it is important that the presentation of ELSA is the same everywhere. It looks unprofessional if ELSA groups have different appearances in each city or country. ELSA's image, logo and brand must be recognisable in every city and country.

Brand:

A name, term, design, symbol, or any other feature that identifies a product or organisation

A marketing materials database shall be created and used efficiently to ensure a unified image of ELSA

Tips and Tricks

- Set up an easy to use database like Alfresco that you can connect to your browser.
- Make sure that everyone who is involved with your marketing has access to this database.
- Encourage Local Groups to use the database and share their materials as well.

Best Practices

“We do not only have a marketing database but also an ELSA Gallery which provides marketing related photos and images for the local marketeers. They can upload and download materials so that the database is getting bigger and bigger.” *ELSA Germany*

“We have a database for all marketing materials of all Local Groups where they can upload and download materials. Since they are connected to it with their official ELSA email addresses, no materials or knowledge is lost during transition.” *ELSA Sweden*

*ELSA shall create and carry out a **public relations** strategy*

Tips and Tricks

- Ask former ELSA members about how they dealt with this topic.
- Coordinate your strategy throughout the whole country.
- Appoint a Director for PR at the National and Local level.
- Collect annual reports from Local Groups to show to externals.
- Create partnerships with websites and newspapers.

*Check if your materials are in accordance with ELSA's Vision and Corporate Identity.

Best Practices

"Our Director for Public Relations has a few different tasks. He/she writes press releases about our international projects and events and stays in contact with the media via email. This person also analyses our social media and websites to make sure they are in accordance with the corporate identity" *ELSA International*

"The PR Director of ELSA Finland works together with the president, marketer and the key areas. When ELSA Finland organises something that we believe could be interesting for the public, one of the aforementioned people usually suggests a press release on the subject. After getting all the information the Director needs about the event, he/she writes a press release and sends it to selected papers, both news, local and student papers" *ELSA Finland*

"Our PR Director looks into websites that are related to the promotion of human rights or law related issues. Local Directors then close media partnerships with them and they post our articles about ELSA and our events. Of course attention is paid to the way the articles are written. The last two paragraphs of an article always contain information about ELSA Romania" *ELSA Romania*

ELSA shall review and update its corporate identity and websites

Tips and Tricks

- Read and discuss the **Corporate Identity (CI)** Handbook of ELSA International with your board.
- Give workshops at your NCM's about the CI of ELSA
- Review your own marketing materials to see if they are in compliance with the CI of ELSA.
- When in doubt, contact the Graphic Design Team of ELSA International.
- Make templates available to Local Boards.

Best Practices

"We have our own Corporate Identity Handbook. It is based on ELSA International's rules about Corporate Identity, plus the ones adapted for the Italian Network. It gives the local marketers some ideas for design and the making of marketing materials" *ELSA Italy*

"In order to ensure the compliance with our CI all through the country, we request our local officers to send their marketing materials to the National Board first so that we can check if everything supports our unified image. If we think a poster is not in line with our Corporate Identity, we ask the Local Group to change it" *ELSA Turkey*

Public Relations:

The flow of communication and information between ELSA and the general public. A PR Strategy involves the persuasion of the public to see ELSA in a certain way.

Corporate Identity (CI):

The overall image of the association as known to the public, expressed via name, logo and specific colours. It is managed in guidelines that state the approved colours, layouts, fonts, etc.

ELSA shall aim to obtain support from renowned persons

Tips and Tricks

- Contact professors that have good experiences with ELSA in your university.
- Invite professionals in the field to speak at your events to introduce them to ELSA.
- Create diversity among your partners. Do not only look for professors, but also for judges, researchers and commissioners for human rights.
- Create a special **advisory board** for your external contacts.

Advisory Board:

A small group of people that advises the board of the association. They have no voting right or decision making powers but offer more knowledge and different insights.

Best Practices

“We give law professionals up to the age of 35 the opportunity to attend our seminars. As a result, many of them have stated an interest to lead the conferences, and thus we get support from renowned legal minds in Bulgaria. A lot of these people have made financial contributions to us as well” *ELSA Bulgaria*

“We have established many patrons such as the Commissioner for Personal Data protection, the Mediterranean Institute of Gender studies and the renowned lawyer, academic and publicist Mr Achilles Aimilianides, under the auspices of which our report on medical negligence drafted by our research group will be published.” *ELSA Cyprus*

“We created a general "patronage letter" in which the patron states that ELSA helps law students, is international etc., and that he/she supports ELSA whenever it is possible. That was the key for most of the people: they don't want to have additional work, but they feel honoured to be part of this special, fancy group. So far, the advisory board was approached for lectures and general supporting actions. Members so far: Presidents of the Supreme Courts, legal advisors of the president of Austria, professors, deans, heads of renowned human rights offices, (soon) ministers and leading employees in the ministries.” *ELSA Austria*