

# ONE YEAR OPERATIONAL PLAN

ELSA International 2016/2017



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## General part

### Clean Out

Goal: Clean out in ELSA International projects and administrative burdens

#### Description

Over time an association like ELSA initiates more and more new projects. At a certain point, some of these projects become non-beneficial for the further development of the association. The International Board will in the term 2016/2017 evaluate such projects and administrative burdens of ELSA International, and clean out where necessary. This will slim the association on International level and ensure that the future work of ELSA International is sustainable.

#### Means

- Evaluate current projects and administrative tools in ELSA International
- Propose removal of the projects with little or no benefits at the International Council Meetings in Porto and Prague

### Data Protection in ELSA

Goal: Finalise implementation of Data Protection and Privacy Policy in all areas of ELSA that process personal data

#### Description

Most of the ELSA's activities are involving processing of personal data. Until last year our Network was not aware of Data Protection issues and legal implications these can have on our association. During the term 2015/2016 there was established a Working Group on Data Protection in STEP. This Working Group has been operating successfully, and as a result we have more clear guidelines for Data Protection in STEP and have implemented the Privacy Policy. However, Data Protection concerns more areas than just STEP. We want to implement the results achieved by the aforementioned Working Group in other areas involved in processing of personal data.

#### Means

- Update the Council Meeting Decision Book in accordance with Data Protection laws
- Implement use of Privacy Policy in all areas of ELSA
- Create the list of legal issues connected to Data Protection at the ICM Porto
- Find solutions to the issues before ICM Prague

## **ELSA House**

Goal: Improving the living and working conditions in the ELSA House

### Description

Around 20 years ago, ELSA International moved into the ELSA House at the Boulevard Général Jacques in Brussels. When old IB members come to visit, they will notice that they still recognise things from when they were in office. It is nice to keep traditions, but it seems that some of the furniture and equipment is as old as the house itself and simply not representative. To sum it up the ELSA house frankly does not meet the professional demand ELSA has on itself, this needs to be improved.

### Means

- Appointing an Assistant for Facility Management
- Negotiating a long term agreement with the landlord
- Allocating more money to improve conditions in the house

## **ELSA Lawyers Society**

Goal: To establish a long-term mutually beneficial cooperation with ELS

### Description

The ELSA Lawyers Society (ELS) is the alumni association of ELSA. As such, it offers a forum to former ELSA members to stay in touch, to network and to support each other professionally. ELS has committed itself to promote ELSA's visions, purpose and means by providing academic, moral and financial support to ELSA. Eventually ELS would have the potential to be one of the main pillars of ELSA. Currently ELS itself and the cooperation with ELSA are run insufficiently. Therefore, a radical change has to be taken in order for ELS and ELSA to reach to the potential of the cooperation.

### Means

- A close collaboration throughout the entire year between ELSA and ELS
- Changing the image of ELS within the ELSA Network
- A more transparent approach from ELS – possibility to attend the election of the new Board of Directors of ELS
- Increasing the visibility of ELS within the network and the motivation to join ELS during or at the end of the active time of ELSA members

## **ELSA Webinars**

Goal: To introduce a working structure for ELSA Webinars that is sustainable for a long term period

### Description

As stated in the 2018 Strategic Goals, ELSA shall offer a broader range of legal education opportunities and hence develop a wider catalogue of academic and scientific events which will be available to both National and Local Groups. A webinar is a presentation, lecture, workshop or seminar that is transmitted over the web using video conferencing software.

A proper implementation of this project will provide further resources for both National and Local Groups to create additional events which harbor ELSA's biggest advantage, internationality. Also, with this project ELSA will be able to reach its members directly from the comfort of their home.

### Means

- Researching different platforms for long-term sustainability
- Establishing a Working Group to assist the creation of this project
- Creating a beta-version and hence make sure that the software is up to the necessary standards
- Developing a calendar of events
- Creating a marketing strategy to promote each Webinar

## **International Focus Programme**

Goal: Proper implementation of the International Focus Programme

### Description

The term 2016/2017 will see the first year of the Environmental Law International Focus Programme. Hence, this year ELSA shall focus on the implementation of this new topic within Key Areas on all levels of the ELSA network.

### Means

- The introduction of IFP week
- Establishing an IFP implementation team to assist with the evaluation of the programme and coordination of the officers
- Raise awareness amongst STEP officers regarding IFP related traineeships
- Promote IFP tools within the ELSA Network

- Finding an IFP partner
- Preparing the ground-work for the second year of the IFP with regards to the flagship projects
- Researching opportunities within International Organisations that ELSA could send delegates to

## **International Team**

Goal: Implement and evaluate the new structure of ELSA International

### Description

The International Board 2016/2017 has, with its call for the ELSA International Team, started the implementation of a new organisational structure within ELSA International. The aim of the structural change is to have a sustainable organisational structure where the International Board is passing more administrative work on to the Team in order to gain additional time for strategic planning and development of the association.

### Means

- Introduce an improved organisational structure with a specific focus on Directors being coordinators of their respective Teams
- Implementation of a core team of ELSA International including the International Board and the Directors of ELSA International
- Increased subareas and focus on delegating tasks to the ELSA International Team

## **Legal Issues**

Goal: Solve ongoing legal issues in ELSA International

### Description

Even though ELSA is a law students' association, it does not mean that all legal affairs are in order. Due to the fact that the legal seat and the operational seat of ELSA International are located in different countries and all activities are spread out all over Europe there are legal issues that by far exceed the knowledge of eight Law Students from potentially eight different countries. It is of high importance to clarify and resolve the legal issues since they can be a huge threat to the association.

## Means

- Taking the necessary steps to resolve illegal issues
- STOP theoretical discussion within the networks and during the international internal meetings but seeking professional legal advice
- Allocating money for that professional legal advice

## Market Research

Goal: To restructure ELSA International Market Research

### Description

According to the International Council Meeting Decision Book, the International Market Research (IMR) is carried out at five-year intervals, on the year prior to the adoption of the Strategic Plan of ELSA. The term 2016/2017 signifies the start of the International Market Research throughout the ELSA Network. However, there is a need to change the approach to it. Although its results provide information to analyse the needs and the overall characteristics of our target groups, the results of the previous International Market Research were not explicitly used within the Network. Therefore, there is a place for the incentive to adjust our attitude towards the current situation.

### Means

- Prepare an action plan with clear steps to be taken and a timeframe
- Design a different strategy towards the conduction of Market Research



## **Board Management, External Relations & Expansion**

### **In-Kind Partners**

Goal: Find in kind partners for ELSA International

#### Description

The collaboration with in-kind partners offers the potential partner the opportunity to show the respective product in practice. For ELSA International it opens a new field of fundraising. In the end of the term a proper evaluation on the benefits of such partnerships and the effectiveness of that way of fundraising itself shall be conducted.

#### Means

- Research on potential in-kind partners
- Creating a partnership proposal in cooperation with the VP Marketing of ELSA International
- Evaluating the success of this fundraising method for ELSA International

### **International Focus Programme**

Goal: To find an International Focus Programme Partner for the topic of Environmental Law

#### Description

Last year, during ICM Batumi, the new topic for the International Focus Programme (IFP), Environmental Law, has been elected and the three-year implementation period started on the 1<sup>st</sup> of August 2016. To be able to reach the full potential of the International Focus Programme on Environmental Law, it is necessary to find a long-term partner who provides academic and financial support to ELSA and its programmes.

#### Means

- Researching potential partners in close collaboration with the VP S&C
- Creating a partnership proposal together with the VP Marketing and the Key Area officers
- Branding the partner throughout the network as the IFP Partner

## **LL.M. Partners**

Goal: To find at least one LL.M. Partner outside of Europe

### Description

The current LL.M. Partners of ELSA are all located in Europe. Therefore the goal is to find an LL.M. Partner outside of Europe. Due to the nature of such partnership it would be very beneficial for both the University providing the LL.M. and ELSA and its members.

### Means

- Continue with the research conducted by the External Relations Team
- Follow up on already approached potential new LL.M. Partners
- Expansion of the target market from the USA to Asia, Africa, South America and Australia

## **Partner Structure**

Goal: To create a clear and sustainable Partner Structure

### Description

Last year ELSA International implemented a new Partner Structure for the ELSA Moot Court Competition, which simplified the fundraising approach and led to a significant improvement of EMC2 budget. There is also a great need for such a clear and sustainable partner structure for the general fundraising of ELSA International. Referring back to the experience of former Presidents it is of crucial importance to not accept any individual agreements once the partner structure has been established and to transfer the knowledge of the system of the structure to future Presidents.

### Means

- Preparing a structure with categories and levels for partners and advertisers with an overview of benefits and obligations for both sides
- Creating a new partnership proposal outline in accordance with the structure
- Amending the current contracts to make them compatible with the new structure

## Quality Expansion

Goal: To ensure the stability and growth of least developed ELSA National Groups

### Description

One of the three main tasks of the President of ELSA International is expansion. With currently 40 member countries and 3 observer countries we have reached out to most countries within our geographical borders. Therefore, it is time to put the focus on the quality expansion of those groups, which are not active.

### Means

- Establishing and maintaining a close connection with the less active National Groups
- Personal meetings through a visit in the respective countries including (if possible) support with their events or to acquire members at university
- Trying to establish regional support where strong countries supporting less developed countries

## Strategic Goals 2018

Goal: Analysis of the Strategic Goals and a potential restructuring of ELSA's Strategic Planning

### Description

Currently, ELSA is in its 4th year of the implementation of the Strategic Goals 2018. That means on the one hand there is still 2 years of implementation left for the current Strategic Goals and on the other hand this year will be used to evaluate these Strategic Goals in order to prepare the process of the creation of the new Strategic Goals for the upcoming term.

### Means

- Analysis and discussion on how to proceed for the final two years of the implementation of the Strategic Goals at IPM Tallinn and ICM Porto
- Discussion about the usage and the creation of the next Strategic Goals and a potential restructuring at IPM Arlamow
- If necessary, a proposal to restructure the Strategic Goals at the ICM in Prague

## Internal Management

### ELSA Training

Goal: Restructuring ELSA Training

Description

In the term 2015/2016 there were 23 Pre-Training Questionnaires submitted to ELSA International. This includes the trainings that ELSA International requested itself from the International Trainers Pool for International Internal Meetings. Taking this into consideration, the rebranding of ELSA Training was started last term. This term the improvements of ELSA Training will be continued.

Means

- Implementation of new initiatives until January 2017
- Evaluation of the development of ELSA Training
- Depending on the evaluation, introduction of proposals for restructuring of ELSA Training at ICM Prague

### External Knowledge Management

Goal: Introduction and implementation of a new digital knowledge archive for the Network

Description

Through ELSA's history a main topic has been to have a sustainable knowledge management within the whole Network. The International Board of 2015/2016 started working on a digital archive for this purpose. In the term 2016/2017 this digital knowledge archive will be introduced to and implemented in the Network.

Means

- Further development of the software
- Introduction of the software to the Network at International Internal Meetings
- Implementation in the Network by communicating possibilities of the usage of the software as well as further research into the features of the software

## **Internal Knowledge Management**

Goal: Digitise ELSA International's archive

### Description

Currently ELSA International has a big physical archive located in the ELSA House. Specifically, the archive is stored in the Meeting Room and the basement. During the term 2016/2017 the International Board will digitise this archive in order to clean out in the ELSA House and most importantly in the Meeting Room. This will ensure a better preservation of knowledge as well as an improved working environment in the ELSA House.

### Means

- Scan in important papers for digital archiving
- Clean out the Meeting Room and parts of the basement

## Financial Management

### EDF - National Contributions

Goal: Finding a better way to calculate the National Groups' contributions to EDF

#### Description

Looking at the current income of the ELSA Development Foundation, there is a certain discrepancy between the contribution of a National Group to EDF and the income of the National Group. Currently, the calculation of the contribution is based on the General Partnership income. This leads to an unfair situation, which needs to be solved.

#### Means

- Establishing a Working Group on EDF Contribution
- Researching better options of calculating the contribution
- Taking into account the sustainability of EDF

### EDF - Sustainability

Goal: Ensuring EDF's sustainability

#### Description

The ELSA Development Foundation has been running now for approximately seven years. Right now it is time to look back at the goals we had set in the beginning, rethink the purpose of EDF and see if there any structural changes need to be made. The purpose is not to abandon EDF, but to improve it and to make sure that we can provide National and Local Groups with financial support in the most efficient manner.

#### Means

- Creating a long term strategy for EDF
- Creating a budget within EDF
- Researching options of making the most out of the EDF capital

## Marketing

### Key Areas Branding Management

Goal: To conduct and conclude branding of Flagship Projects and other big projects

#### Description

ELSA's Flagship Projects require a comprehensive unified marketing approach. Currently, we receive sufficient attention from our target groups due to an active and proper promotion of our activities. However, we are lacking the unified brand strategy for all of the flagships together and other big projects. Now, that we have established fine quality of the projects, we need to build strong image associations in the minds of specific target groups.

#### Means

- Focus on the adequate brand awareness
- Enhance the brand identity for each flagship project and other big projects
- Apply accurate and consistent brand implementation

### Public Relations Strategy

Goal: To develop and implement out Public Relations Strategy of ELSA

#### Description

Creation of Public Relations strategy is stated as one of the Strategic Goals 2018 of ELSA. Its implementation is of great importance for maintaining and securing loyalty of target groups. However, this field has been discovered poorly and fragmentarily. It is necessary to unify past experiences of Public Relations and to build up a complete strategy.

#### Means

- Focus on a big scale approach towards Public Relations of ELSA
- Tailor social media marketing strategy in respect to our target groups
- Create content strategy for electronic and written releases depending on target groups

## Academic Activities

### Diversity in the Legal Research Groups

Goal: Acquiring a diverse LRG Partner

Description

ELSA established cooperation on Legal Research Groups with Council of Europe in 2012. However, there are opportunities for more external cooperation linked with this project. Therefore, ELSA aims at the expansion of the Legal Research Groups by providing network opportunities to conduct legal research with diverse institutions and law firms on an international level.

Means

- Researching for various institutions and law firms as the potential LRG partners
- Approaching these stakeholders to become academic advisors of the LRG
- Involving relevant stakeholders for further impact

### ELSA Law Review

Goal: Expanding the ELSA Law Review by getting additional partners

Description

ELSA Law Review was reborn in 2013 and 2 Editions have been published since that year. This project however offers a huge possibility for an expansion. This expansion can be achieved by enhancing academic quality and prestige of the Law Review as well as focusing on reaching the big markets outside of Europe.

Means

- Involving more universities as academic advisors of the Law Review
- Creating a stable academic Advisory Board
- Enhancing the cooperation with the publisher
- Researching the possibilities to expand ELSA Law Review to foreign markets



## **ELSA Negotiation Competitions**

Goal: Implementation of the ENC concept by establishing the coaching system

### Description

Negotiation competitions are increasing in the network on both local and national level, and the officers showed positive attitude towards expanding the competition on a European level. The first step was the introduction of the unified structure of the competition (ENC package). Now, it is time to start an implementation of this concept within the network and map the possibilities regarding organisation of the European round.

### Means

- Introduction of the ELSA Negotiation Competitions Coaching System
- Providing NGs and LGs assistance with regards to the organisation of Negotiation Competitions
- Researching the possibilities for the organisation of a future European round

## **Human Resources in the Legal Research Group**

Goal: The Introduction of a unified Application platform for the LRG

### Description

The Legal Research Group has been introduced as a Flagship project in ELSA last year. The main progress has been achieved in last 4 years and many improvements have been implemented. However, some procedures can be simplified even further. This tool will help ELSA to recruit the desirable number of participants and ensuring application of the similar policies in all the Flagship projects simultaneously.

### Means

- Creating a unified system of the LRG Application Forms on the webpage

## **Legal Research Group on IFP**

Goal: Find partner for the Legal Research Group with an IFP topic

### Description

The term 2016/2017 will see the first year of implementation Environmental Law International Focus Programme. However, according to the IFP Part of Decision Book of ELSA, the Legal Research Group shall take place in the second year of implementation of the Programme. Therefore, ELSA needs to focus on preparations for this project which shall include finding a potential academic partner.

### Means

- Preparing the ground-work for the second year of implementation in regard to the Legal Research Group
- Researching opportunities within International Organisations and other stakeholders that ELSA could conduct the research with
- Finding an IFP LRG partner

## Moot Court Competitions

### Fundraising for the EHRMCC

Goal: To get money to develop the competition further and make it financially stable

#### Description

The EHRMCC is in need of funds in order to be able to grow. As of now we have enough money to conduct it as it is but not to expand. Therefore, the goal is to raise more monetary contributions and to invest such funds directly into the competition. Especially now that we are celebrating the 5<sup>th</sup> edition it would be the perfect timing to get a stable sponsors structure and to develop the whole EHRMCC.

#### Means

- To create a sponsors structure
- To actually get sponsors
- To stabilise the financial situation of the EHRMCC

## IT

Goal: Get software to automate processes for the MCCs

#### Description

It is of great importance to automate certain processes in order to be able to focus on the main tasks and to reduce the administrative work of the Vice President for Moot Court Competitions. As of now the Vice President for Moot Court Competitions spends a great amount of time with administrative work, which could be eliminated with an IT solution. Furthermore, the possibility of mistakes can be reduced through computer programs. With this revolutionary IT solution within the MCC area the overall workload could be handled with better efficiency.

#### Means

- To get a software to automatize processes
- To reduce the administrative work of the Vice President for Moot Court Competitions
- To reduce the risk of mistakes
- To make the work more efficient

## **Restructuring of the EMC<sup>2</sup>**

Goal: To propose a proposal on the restructuring of EMC<sup>2</sup> at ICM Prague

### Description

The EMC<sup>2</sup> is growing and so is the workload related to it. We need to ask ourselves where we see this competition in 10 years and what we want to do about it, how we want to handle it and what are the pro and cons. Therefore, we need to look into the future of the project by restructuring it and implementing new ways.

### Means

- Organising joint and open workshops during the International Internal Meetings to reach the whole Network and present basic information about the EMC<sup>2</sup> and its importance
- Start the discussion during the International Internal Meetings and gather inputs
- Self-evaluation of the project
- Restructuring of the project

## Seminars & Conferences

### Expansion & Diversity in ELSA Delegations

Goal: To seek new opportunities via different Organisations for ELSA Delegations

#### Description

On a yearly basis, statistics show that ELSA is constantly increasing the number of applications for ELSA Delegations. With this in mind, ELSA aims to achieve more opportunities for the ELSA Delegations in better established Organisations, which organise sessions in diverse countries.

#### Means

- Researching different International Organisations
- Preparing all the necessary documents for registration
- Applying for the consultative status by the necessary deadline
- Promoting these new opportunities via ELSA's marketing channels

### Unification of ELSA Law Schools

Goal: Further improvements of the unification of ELSA Law Schools

#### Description

In the term 2015/2016, ELSA has seen the unification procedure at work. This process has helped the ELSA Law Schools to increase the level of quality through regulations. Now, it is time to make sure that the ELSA Law Schools keep and improve their high standards and to make this flagship project known worldwide.

#### Means

- Evaluation of the whole process of unification and the difficulties that Organising Committees faced during the first year of the unification
- Creating a better structured unified ELSA Law School Cycle
- Providing a better and more detailed coaching structure to make sure that all ELSA Law Schools are of the same standards
- Providing more tools for Organising Committees to use when organising an ELSA Law School
- Increase the level of unified promotion whereby ELSA Law Schools will continue to be portrayed as a brand, which in turn will attract more people to apply

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- Increasing the number of ELSA Law Schools
- Better training at internal ELSA meetings

## Student Trainee Exchange Programme

### Communication

Goal: Improve communication, cooperation and experience sharing amongst National STEP Officers outside of our internal meetings

#### Description

Key to our success in STEP is communication and experience sharing when it comes to different parts of STEP Cycles. ELSA International shall ensure continuity in the work of National STEP Officers. This will be the next step in developing our area.

#### Means

- Appointing STEP Coaching Team
- Creating STEP Coaching Strategy with focus on communication between National STEPers within one Coaching Group
- Improve communication within the STEP Coaching Team

### Knowledge Management

Goal: Create STEP employers' database

#### Description

Knowledge management is a central part of the successful work in ELSA; therefore, it is also important for STEP. To have continuity in our work as STEP Officers, and to have a more effective Job Hunting, we need a centralised database of STEP employers. A simpler system for keeping statistics from different terms also needs to be implemented.

#### Means

- Do research on already existing databases on the International level and compile them in the unified database
- Assist National Groups in creating their own databases
- Research software solutions
- Research legal aspect of storing data

## Expansion

Goal: Get more traineeships outside Europe

### Description

STEP is still growing. It can be seen in the increased numbers of offered traineeships and applications. The last Cycles we have had traineeships in the USA, Dominican Republic and Pakistan. However, we would like to expand to more continents. Although, this goal is focused on expanding outside of Europe, it is equally important to be constantly improving quantity and quality of the traineeships offered by National Groups.

### Means

- Appoint Assistants for Job Hunting who will do research on potential employers and together with members of the STEP Coaching Team assist National Groups in the Job Hunting process
- Follow up on the development of the Standard Agreement with DLSA introduced in the term 2015/2016
- Finalise drafting the Standard Agreement with ALSA which was started in the term 2015/2016