

# II INTERNATIONAL STRATEGY MEETING MINUTES

2<sup>ND</sup> - 6<sup>TH</sup> FEBRUARY 2022



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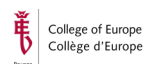
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The European Law Students' Association

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# INTERNATIONAL STRATEGY MEETING MINUTES

Wednesday, 2nd February 2022

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14:00 – 15:00

## Opening Workshop

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Janine Jira	ELSA Austria
Selin Mammadova	ELSA Azerbaijan
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Emilia Mitroshanova	[...]
Eva Šimková	ELSA Czech Republic
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Norman Aasma	[...]
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Iina Ryytänen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Tomas Kačiukevičius	ELSA Lithuania
Raoul Ciappara	ELSA Malta
Maria Scicluna	ELSA Malta
Anne Duizer	ELSA the Netherlands
Filip Săftoiu	ELSA the Netherlands
Jean Mattijsen	[...]
Lejla Zubaca	ELSA Norway
Anna Haczykowska	ELSA Poland
José Miguel Fialho	ELSA Portugal
Bruno Cruz	ELSA Portugal
Stîngă Adrian	ELSA Romania
Pilar Salvador García	ELSA Spain
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom

*ELSA International opens the workshop at 14:01.*

*FAL introduces the meeting, which will focus on long time goals.*

*WS Chairs and Secretaries election begins.*

*No other nominations.*

**IB:** We nominate Nea Nurmela and Federica Paolucci for WS Chairs.

*ELSA Sweden is seconding Federica Paolucci's nomination.*

*ELSA Lithuania is seconding Nea Nurmela's nomination.*

*17 NGs present and voting.*

*Voting on WS Chairs.*

*In favour: 17*

*Against: 0*

*Abstentions: 0*

*Total amount of votes: 17*

*Nea Nurmela and Federica Paolucci are elected WS Chairs by unanimity.*

**C:** We will move on to Secretaries nominations.

**IB:** We nominate Ekaterina, Conrad and Tarcisio.

*ELSA Netherlands is seconding Tarcisio's nomination.*

*ELSA Portugal is seconding Ekaterina's nomination.*

*ELSA Croatia is seconding Conrad's nomination.*

*Voting on WS Secretaries.*

*In favour: 17*

*Against: 0*

*Abstentions: 0*

*Total amount of votes: 17*

*Ekaterina, Conrad, and Tarcisio are elected WS Secretaries by unanimity.*

**C:** We are now moving to the approval of the agenda.

*FAL presents the agenda.*

**C:** Does anyone have any amendments to the agenda?

*No amendments suggested.*

*ELSA Portugal rejoins the meeting, making 18 members present and voting.*

*Voting on the agenda.*

*In favour: 18*

*Against: 0*

*Abstentions: 0*

*Total amount of votes: 18*

*The agenda is approved by unanimity.*

**C:** We are now filling in the participants' list.

*Chair explains how to mark the participation of the members present.*

**C:** We will now establish the workshop rules.

*Chair introduces the finger rules of the workshop in the chat.*

**FAL:** Few rules to appreciate: be on time, the workshop has the agenda; we all have the arguments to share, but please do not be repetitive. On the IB's side, these 2 rules would be helpful in addition to the finger rules.

*No additional rules added.*

**C:** We can now close the workshop, and see you later at 3 PM.

*ELSA International closes the workshop at 14:26.*

15:00 – 16:00

## **ELSA International Team**

Participants' list:

Francisco Arga e Lima (FAL)

Federica Paolucci (Chair) (FP)

Nea Nurmela (Chair) (NN)

Ekaterina Kasyanova-Kühl (Secretary) (EKK)

Tarcísio M. Pickler (Secretary) (TP)

Janine Jira

Julian Kessler

Stephanie Payer

Leia Hindricq

Alen Šukurica

Dora Štambuk

Eva Šimková

Jakub Sýkora

Adéla Chloupková

Myrsini Karagianni

ELSA International

ELSA International Team

ELSA International Team

ELSA International Team

ELSA International Team

ELSA Austria

ELSA Austria

ELSA Austria

ELSA Belgium

ELSA Croatia

ELSA Croatia

ELSA Czech Republic

ELSA Czech Republic

ELSA Czech Republic

[...]

Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Tomas Kačiukevičius	ELSA Lithuania
Raoul Ciappara	ELSA Malta
Maria Scicluna	ELSA Malta
Anne Duizer	ELSA the Netherlands
Jeroen Schildering	ELSA the Netherlands
Jean Mattijsen	[...]
Anna Haczykowska	ELSA Poland
Katarzyna Kasińska	[...]
José Miguel Fialho	ELSA Portugal
Bruno Cruz	ELSA Portugal
Stîngă Adrian	ELSA Romania
Bledea Emilia-Gabriela	[...]
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Dario Schönbächler	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 15:02.*

*Chair distributes the participant's presence list.*

*ELSA International presents on EIT and the topic of the workshop (ways to make the work of the EIT more efficient).*

**FAL:** We would like to hear your feedback. What do you think about the EIT? What are its problems? Why isn't it more attractive?

**ELSA Lithuania:** We don't have enough active people in ELSA at the moment, which is a Human Resources problem.

**ELSA Finland:** Besides HR problem, there is also a knowledge problem: none of the local officers can apply - they don't know EIT exists, or even if they know, they think it might be over their heads, that they do not possess the skills (which in fact is not true).

**FAL:** Most EIT members are actually locals. The biggest problem is that people believe the job requires a lot more experience than it actually does.

**ELSA Poland:** Opposite to what Finland said, in Poland, people don't go to EIT because there is not enough challenge in comparison to the National Team, it varies of course among National Groups, but at least this is what it is for Poland.

**ELSA Belgium:** As FAL said, a lot of people believe the job is too hard to do. The website descriptions are insufficient, we need a more practical approach to attract members.

**ELSA Czech Republic:** The biggest problem is the transition between the old and new EITs. At the end of the term, people do not understand the purpose of the position. More information is needed about the work. And the lack of such information might be a problem why people do not apply to the EIT.

**ELSA Finland:** Another point is the timing of the first call. In August, many applicants are still figuring their local and national positions out, and therefore don't apply for the EIT.

**FAL:** We agree with some of the things that you have said; we are trying to tackle some - we're maintaining the positions of the previous years; to pick up on what Mikko said, in August we need people who would already start working. We also agree that wrong perceptions of the positions could be among the biggest problems for the EIT not to have enough people.

*LAC proceeds to discuss Transitions and Training in the EIT.*

**FAL:** Are there any issues that you want to bring about?

**ELSA Switzerland:** I had the idea of what would be if we changed the EIT weekend closer to the beginning of the term instead of having it in December. I am not so positive about the transition between the EIT members. Probably it can be a training for the new coming EIT members.

**LAC:** That would make sense for the meeting to be in the beginning of the term, but we can't predict that the Director roles (which are most important) will be filled in August. It's difficult to do that. Also, this term we tried to have individual calls, to make it better for each individual schedule. We can move the weekend, but not everyone is nominated or will be able to attend. In December we have more space to breathe, and we're able to use this moment to evaluate what was previously done.

**ELSA Czech Republic:** I'd like to add to the comment on training; it would be probably good to contact the previous IB, e.g. for the transition of the IB: 1 session on the work for the previous EIT, its purpose, etc. I had a call with my predecessor who explained to me the purpose of the Grants Department during the last year. So, it would be good to know about last year's purpose before starting their roles. There is also a problem of communication for the Directors: there is a problem of contacting some Assistants, and it might affect the transition and the work to be done.

**ELSA Lithuania:** I want to talk about moving the EIT weekend, which wouldn't be efficient, in conformity to what was said by the IB. We could however have an additional meeting for Transition at the same time or as an EIT training session. In the EIT, we're very isolated by areas and don't have enough ELSA Spirit within the team.

*FAL continues with the presentation on the EIT responsibilities.*

**ELSA Switzerland:** what are the benefits of having the structure changed every year? Is there a need to do so yearly, or does it make sense to keep the structure fixed for the EIT?

**LAC:** We have some fixed departments (e.g. HR), but it is not really fair to dictate what the positions are, e.g. we might need to focus more on training in comparison to my predecessor, and having a fixed structure might go against this objective. But we are going to discuss it also in a few moments. Some areas should have fixed departments and others shouldn't. It depends on each specific area.

*LAC continues with the fixed departments and their utility.*

**LAC:** Are there any questions or feedback on the departments?

**ELSA UK:** A lot of these issues could be aided by having the elections for the EIT before August. We could have a first call after March, so we can have a proper plan. That's also due to the exam season, which impedes people from working and paying attention to ELSA during this period.

**FAL:** This is more of a clarification. Do you mean to be elected at the ICM?

**ELSA UK:** To do the Call around April, nominations from the EIT earlier.

**FAL:** It's not easy to know the positions you'll need in April, so we need a bit of transition and advice before opening the Call. Also, people don't already know their workload for the year when we open the Call earlier. We can open a bit early but April feels too early. Regulated positions will continue; making the first call for the EIT in April would be no problem, but not the entire call, because the entire workload might not be fully known so early.

**ELSA UK:** Adding to that, when the Board enters their positions, you have planned projects. The Members can be more engaged to work with a "bare bones call".

**ELSA Czech Republic:** Question about nominations: would it be a bad idea to nominate the Director of a department before the Assistant? Again, speaking from the perspective of the Grants Department, it would be nice to have met the person with whom you would be working as a Director even though it is IB's responsibility to select EIT.

**FAL:** It is possible and some of us try to do that. The biggest problem is that sometimes in the beginning of the term some areas have a lot of work, such as the Treasurer. They need a lot of Assistants early on, and if we need people we can recruit more people early on. In some cases, we can do separate calls and other times not. The idea of selecting Assistants earlier is feasible in these cases.

*ELSA International continues with the presentation of the topics that are needed to be discussed to ensure that the EIT works better.*

**FAL:** Please give us your input, because you have a look from the outside on the EIT, which is different from our view.

**ELSA Sweden:** In terms of the first topic we can't do much about the words "Director" and "Assistant". The definition depends on which area of the IB you're talking about. If we want a defined structure for the EIT we need to work on each term's definition.

**ELSA Germany:** EIT weekend, apart from training, is also a nice possibility to get engaged with the IB and to criticise the work of the members.

**FAL:** Now a practical question: what would make you apply for the EIT? What would you do to make more capable people to apply?

**ELSA Switzerland:** EIT weekend spirit is very appealing. If I apply to an EIT, I can get into different meetings, come to Brussels, etc.

**ELSA Germany:** I am already motivated to go into the team. But what is missing is the information. Maybe having the questions answered before the applications, etc through the open calls.

**ELSA Lithuania:** For me, it's hard to encourage people to join the EIT when national and local positions are not filled. We can tackle the HR problem first at a national and local level.

**LAC:** Open calls for the areas would be also nice, but it is not a thing that people go to, we have found that it is not the best way to put the information out there. Less and less people attend the open call. Another point, who goes to open calls? National Officers. There is no problem with national officers, we love you, but national officers normally do not have enough time, at least as much time as we want them to have.

**ELSA Germany:** The difference between this and other open calls is that people are already interested. If I'm interested and need information we can read the materials. It would be helpful for people with some doubt to provide more information. May be in April, during an ICM. National Officers getting into the EIT after finishing their term locally will have more time at their disposal then.

**ELSA Switzerland:** I just wanted to add that an open call as we had is not ideal, as IB said. We could have an informal session in the ICM to talk about it, which could be useful to get more people, which is also nice because in the ICM we already have the most interested people.

**ELSA Switzerland:** My input goes in the same direction, coming from the personal experience - I was interested in joining the EIT, but I was afraid about the workload, and the open call helped me to apply earlier than I had thought at first. It was a useful Q&A session that helped me personally.

**ELSA Lithuania:** From a marketing perspective, we could have EIT members talking about their personal experiences.

**FAL:** That was it. Thank you for your input. We will consider the suggestions for early calls, info sessions. This was a good warmup for the ISM.

*ELSA International closes the workshop at 16:09.*

16:30 – 18:30

## **Continuity: are transitions really enough?**

Participants' list:

Francisco Argáez Lima (FAL)  
Federica Paolucci (Chair) (FP)  
Nea Nurmela (Chair) (NN)  
Ekaterina Kasyanova-Kühl (Secretary) (EKK)  
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ELSA Azerbaijan  
ELSA Belgium  
ELSA Croatia  
[...]  
ELSA Czech Republic  
ELSA Czech Republic  
ELSA Czech Republic  
[...]  
ELSA Finland  
ELSA Finland  
ELSA Germany

Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Neele Hartel	ELSA Germany
Giorgia Noviello	ELSA Italy
Tomas Kačiukevičius	ELSA Lithuania
Jake Mallia	ELSA Malta
Filip Săftoiu	ELSA the Netherlands
Jean Mattijsen	[...]
Lejla Zubaca	ELSA Norway
Marie Franssen	ELSA Norway
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Yuri van Steenwijk	ELSA Switzerland
Dario Schönbächler	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 16:31.*

**C:** I will post the participants list and pass the word to the IB.

**FAL:** We are now going to do the WS on continuity to discuss how we can better ensure that our successors are prepared and that our work continues after us.

*FAL and LAC present on how to make successors better than the preceding Board.*

**FAL:** What were we missing in August?

**ELSA Lithuania:** I missed a good transition, it was very brief. Because of COVID, I was unable to have our habitual Transition Weekend. We could try to have that again.

**ELSA Germany:** I wasn't missing anything during the transition. But nothing could prepare you for August, it was a hard month. I was missing emotional support. It is common that not everything goes right.

**FAL:** I have a question. We know August is a nightmare month, but did you know how difficult it would be? Would even a perfect transition be enough to prepare you for August and September?

**ELSA Germany:** No, it would not. I would need to have already done the job, and even if I had done the transition, this would have not prepared me for August.

**ELSA Portugal:** I don't even know when the nightmare is ending. In our National Group, we knew what we had to do but were unprepared for all the bureaucratic demands. We have more work than ever, with so

many objectives to fulfil. We always want to do better and are always adding more work, despite previous Board members' advice. We wish to leave a legacy.

**ELSA Germany:** I didn't really have a good transition, because of the absence of my predecessor. Knowledge on the national level is not sufficient. I would have wanted to have some sort of emotional support. But I am not sure whether it is actually feasible.

**ELSA Lithuania:** I want to note what FAL was asking. I think having experience in the national team would be beneficial to prepare us.

**ELSA Belgium:** I have the same opinion, what we are missing in August is the confidence and the practical side of people who have not been in the Board before. In July or even immediately after the appointment, the less experienced officers should already start getting a more practical side to be prepared for August.

**FAL:** Lack of practical knowledge is one topic, fair enough. Now another, for people who went from local to national: did you know before August what your Network needed? Was the actual plan as feasible as you thought it was?

**ELSA Lithuania:** As for the action plan, it was feasible objectively speaking. I had to spend a lot of time and data and experience to make the Board work; lack of such data was a shortcoming.

**ELSA Austria:** My transition wasn't the best, my predecessor didn't prepare me for any meeting. I was a local for two years before, so I knew what my network needed and was able to prepare for August and September. The plan was very feasible and it is working well so far.

**FAL:** Thank you for your input. We tried to predict your answers and also take into account the IB's view.

*FAL continues presentation on the difficulties faced during the starting months of the term*

**FAL:** We want to ask you: what can your predecessors do to make your job easier in the first months?

**ELSA Finland:** The main thing, in my opinion, is for the predecessors to be available: if there are any questions you need to be able to reach out to them via a call, meeting, over a coffee, etc.

**FAL:** In August people disappear. How could your predecessors prepare you better prior to you taking on the position?

**ELSA Finland:** I misunderstood the question. Beforehand, including me in the decision-making process in July, there was a smooth transition. In Finland, I was a local president before being a national president. For someone coming to a place where you don't attend board meetings, it is important to be informed in the small details.

**ELSA Sweden:** I want to build on what Mikko was saying (an important part of the transition): including new Board into the Board meetings. The approach to different problems is often different from the local board perspective (focus on the Network is necessary). The first meeting that you have after stepping into your position is rather challenging to structure, but if you have already been a part of a National Board meeting it would be very helpful.

**ELSA UK:** I transitioned for myself, my predecessor didn't like me. It is crucial to see how the Board would work together. This is something you develop on a practical basis. Recap: to build a practical relationship within the Board, we need to help them get practical experience so that they can exercise their tasks effectively.

**ELSA Finland:** What we want is to know what happened so far, as to be better by knowing what is currently going on.

**ELSA Sweden:** It is important for the successors to be available and engaged from the election. During summer, people have work and other obligations but once you start, the job begins immediately, and you need to be prepared beforehand, prior to August.

**FAL:** A question to ELSA Sweden. Wouldn't it be nice for you to know what you're running for? Why just after the election?

**ELSA Sweden:** I don't want to do it just after the election; the idea is to be engaged during the entire mandate of the local group. Some do it very spontaneously. In an ideal world, they would be engaged in the open calls and discuss the future and the issues of the network.

**ELSA Portugal:** I don't agree with the IB. We don't have to expect anything from our predecessors. They don't need to agree with our plan. We should let each National Group develop their own work, their own method.

**ELSA Belgium:** To continue with this idea, it would be good if someone is interested in running, to know the practical side of the job beforehand, to know if they are prepared for the position.

**ELSA Spain:** I expect from my successor that they should know someone from previous years. E.g. I have my directors and I want them to be connected to the Network.

**ELSA Czech Republic:** From my side, if you decide to run for a position you already have some information on what you're going to do. We need to better prepare our successors for running for their roles. They need to know what they will have to do and know what's necessary to perform. It's not about giving all information, but equipping them with the necessary information.

**ELSA Norway:** I really think that honesty is a big part for me, and the successor telling me that they understand everything whereas they do not.

**FAL:** Maybe we did not formulate the question correctly. We aren't saying our successors need to agree with us. What we meant was if you agree that it makes sense for the successors to know what's happening in our Network. Is it about the ideas themselves, but about having someone to continue the work that was already being done

**ELSA Finland:** I think it is the responsibility of the Network to select people who are knowledgeable of the Association, work and positions. I don't think it is the responsibility of the Board to make sure that the successors are knowledgeable. It is on the Network and not the IB.

**ELSA Czech Republic:** If you don't have the knowledge, due to not attending the international meetings, how can you know the job you will have to perform and even apply to it?

**FAL:** It is not about responsibility. Our idea is: we don't choose and we should not choose. But it is normal to expect the knowledge of people who continue after us. We want ELSA to continue, which is a normal thing. I just want to reinforce the point: there are two different things: what the Council wants and what we as current Board Members want. In some way, we all want the obvious, someone knowledgeable about ELSA, and the Council would have to decide on how knowledgeable the candidates are. You want someone who has the experience, to have someone who knows what you're doing, who has experience and is willing to put in the time, someone honest who will come to you and listen. If you don't have these traits you won't be elected.

*FAL continues with the presentation.*

**FAL:** Who is the person who knows better your position and what your daily tasks are?

*ELSA groups respond in the chat: the Officer in charge; my predecessor.*

*FAL continues with the presentation.*

**FAL:** Does your national network know what you actually do?

*ELSA groups respond in the chat: the important parts yes.*

**ELSA Finland:** No. They don't have a clue.

**ELSA Belgium:** Depends on the countries and the National Board; but, like it was mentioned in the chat, they know the most important parts. But you cannot explain all the practical parts and everything you are doing, so only most of it, but it is not enough.

**ELSA UK:** One of the things we do in the National Group is to look for hosts in the NCM, but they don't know the difficulties of finding a host. You are a local group thinking of organising an NCM, struggling within the transparency of the work that we do.

**ELSA Sweden:** In terms of how it would be beneficial for people to know how I do things, but at the end of the day people would have different approaches. Of course, you can share, but there would be a different approach anyway.

*FAL continues the presentation.*

**FAL:** Does each Local Board know the needs of the entire Network?

**ELSA Spain:** I think not all of them. Sometimes it is hard because we have so many. Most of the time, our interests collide. When I was in the Local Group I often disagreed with the National Board (they had a centralised strategy), and I think it is not so much about the knowledge but how you manage your Board.

**ELSA Finland:** I think it depends on whether you told them. Some may know if you told them, but not all.

**FAL:** It is normal for locals, nationals, as well as IB to focus on our situations, and it is normal for locals to focus on their perspective as the priority over the whole Network. But even if they know the problems, do they know the solutions? Next question: then who does? Who knows how to solve the problems of the Network?

**ELSA Spain:** I think it really depends on the problem. First of all, who knows how to solve a problem? Probably the best answer is discussing with different people (not only one person). Some groups have more complex problems than the others. Some problems are associated with the universities. I would suggest solving problems in groups, talking to the professor, to your university, etc.

**FAL:** You're focusing on the problems of a particular group, but the questions are for the National Networks as a whole. Who is prepared to solve the problem of your Network?

**ELSA Spain:** National Board has a bigger, wider perspective of the problem. It does not mean, however, that we know the right answer, but we might be closer to finding the solution.

**FAL:** The NBs each have a way to solve problems. Did you know when you were running what you would be facing, concretely? Do you think your action plan was feasible? Do your hypothetical successors know what they shall do?

**ELSA Azerbaijan:** I did know. I got a lot of warnings from my predecessors, and I always update them on what I'm doing for my successors.

**FAL:** That's precisely the point. I had no clue how many people I would have to talk to. I know the responsibilities of the IB Presidents, but on the practical side, some of the ideas in my action plan were different from the reality because some bureaucratic tasks would consume much of my time. Maybe the National officers don't have the knowledge of what they're getting into.

*FAL continues with the presentation, answering the questions that were asked to NGs.*

**FAL:** Do you think this is the best outcome for the Networks?

**ELSA Switzerland:** Probably not always, but I don't see other options if we want to be democratic.

**ELSA UK:** Continuing the legacy, the National Board needs to have a consistent transition of the theme and maintain the legacy. I think it comes with the Decision Book. The succeeding Officers see what is important to be maintained. And I think this is the best way to move forward.

*FAL continues the presentation and its proposal.*

**ELSA Finland:** I like this idea in principle, practical implementations need to be worked out; it might limit the number of candidates for the IB. If one candidate has gone through the academy and the other did not because of the time constraint, they are already behind, because they don't have the knowledge. I am worried about it, but in principle, I like the idea.

**LAC:** This wouldn't be something very long. I want to say that last year in February and March it took a lot of our time to plan our candidacies. You can build your candidacy while talking to the IB. It's something to help build ideas. It is meant to help build candidates and make people understand what they are expected to do in their positions. We just want to put this shock of August a bit earlier, which would be a benefit in the long run.

**ELSA Finland:** I agree with you. It might be an issue if it is applied poorly, making hell out of March or February.

**ELSA Czech Republic:** I agree, but for candidates, the most important thing is to know what the work is. Being explained what the work is. I think it should be on the candidate to prepare themselves.

**ELSA UK:** Would the recommendation be a part of this change then? Or do they just have to undergo the Academy process?

**FAL:** There is no recommendation here. We have just shown you what they do.

**ELSA Switzerland:** Is this supposed to be an insight into the work of the IB to know if they want to run, or is this a pre-transition to help people to be elected to work better, or both?

**LAC:** Yes. Candidates should be proactive, and if they want to be good board members they need to ask for feedback. But did you learn anything practical from this? My point is to give people a glimpse of IB at work for the candidates to see what life is like. So that people know what they are running for before the

overwhelming August. People need to know what they are going for before they actually run for the position. Because resigning is not ideal.

**ELSA Switzerland:** As an option, not a mandatory thing. The disadvantage at the election might be the result of this mandatory implication.

**ELSA Switzerland:** I agree, but we need to keep in mind that if this is implemented, it needs to be accessible to everyone. If a candidate can attend and another can't, the latter will have a huge disadvantage.

**ELSA Czech Republic:** I absolutely agree, it cannot be mandatory. How you prepare for the candidacy, and I like the idea of some preparation from EI and talking to the IB. When you prepare for the candidacy, you are better. Another reason for the proposal not to be mandatory is because of the lack of people running for the positions. It may come to the point that there will be fewer people running for the IB position.

**FAL:** I get your point, but my point is: do you think it is reasonable for someone not willing to put in the time to learn the role to be able to run against someone who actually went to the Academy? Another thing: March is difficult, but if someone is not able to spend a couple hours in February and March they won't be able to survive the IB, so the idea of the Academy to be mandatory is not far-fetched.

**ELSA Czech Republic:** I believe that it is the principle of democracy for the Council to decide on each candidate, like running for a job, if you are bad you would not get it.

**ELSA Switzerland:** I wasn't thinking of people not wanting to take part, but more on having a schedule in those months that do not allow for extra tasks. As a candidate, you organise your life for your candidacy, and introducing mandatory events could be problematic with the person's routine.

**ELSA Finland:** Now during January, February, March, people who are running for the IB don't know whether they will be selected, but they still have their other responsibilities (current positions, thesis work, internships, jobs, they might be working overtime to afford the year in Brussels). Of course, if they are motivated they can afford a couple of hours, but there is still a lot to consider before making it mandatory and saying that it needs to be done before they actually run.

**ELSA Czech Republic:** Maybe we can look from another perspective. I feel like people are being candidates just to have a position in ELSA.

**LAC:** In general, I can understand your positions, but this is not meant to add much time to what you are doing; it is meant to be flexible. It is not meant to disrupt their lives. Some people might have jobs and other priorities, but it is meant to save time in fact. The Academy would be the way of easing the burden of the tasks that have to be tackled during busy February and March. Going to the Academy does not mean that it can't be flexible and on an equal basis. I don't think putting an extra requisite would impede the democratic purpose of the election. Everyone who attended would be able to go to the Council and run. It is the way of putting all the candidates into the same position in terms of the preparation.

**FAL:** Another point: there are certain positions in which the Council decides that it is best to have someone rather than none. If there's one candidate or none, people choose the one, depending on the concrete position. We can then train this person, even if we agree that this one person is not capable of performing the required activities.

**ELSA Czech Republic:** I meant the point about democracy in a different way: breach of democracy when an advantage is given to the candidate based on their attendance. Also, it is necessary to find people who can do the position and not just anyone who is running.

**ELSA Sweden:** Although I think it's a good idea, we need to be careful when talking about training and influencing candidates. Part of being a candidate is developing and finding your own ideas. If we do an Academy where everyone interacts the same way, we would lose diversity.

**ELSA UK:** I like this idea, it can be very useful to ensure continuity and consistency; but I also emphasise the other concerns raised. We would need to find some kind of understanding of how it would be working on the practical basis. What would it mean in practice to work with an IB member?

**FAL:** The idea is to be flexible. It's not for us to tell the candidates what the position should be, but to allow candidates to have practical insight in the work of the IB. For example, organising regional rounds for the competitions or preparing the working materials for ICMs.

**LAC:** It is meant to be practical and not opinionated. It needs to be flexible, as the work of the IB is, and not enforcing any opinion. It is meant to train people in the job they will perform. It's not subjective, the people either do the program or not. And it is very important to have diverse opinions and approaches, and the idea would not go against this. The IB has an opinion of course, but it is up to the candidate to naturally agree or disagree. It is meant to give a glimpse of the moment in the IB life, participants are not precluded from expressing and elaborating their opinions.

**FAL:** Again, if you have the practical experience, you can better develop your own ideas. We know how useful that would have been for us as IB members.

**ELSA Belgium:** If we put it into place either for this year or next year, would you think about implementing periods, e.g. within three months a potential candidate needs to contact an IB member, and the calls can be arranged in accordance with the schedules.

**FAL:** This is just an idea. We don't have the details. Having one or two calls is not sufficient. Depending on the position, it can be not a call but a practical exercise (e.g. organising competition). You can work this way. We still need to see the details on how long the program would last. It would be the candidates contacting the IB, there would be the need to open the call for it.

**ELSA UK:** I'm a fan of this idea. The only thing we need to look into is considering how this Academy would relate to the EIT. How would you form a working relationship between a prospective candidate and an IB member?

**LAC:** It is important for the successor to know what I do in ELSA Training for example, not only what is delegated. I think we can manage to do both things.

**FAL:** And managing the EIT is part of the responsibilities of the IB, they would not 100% manage the EIT but would contribute to the work and see how things develop.

**ELSA UK:** I agree managing the EIT is the responsibility of the IB. The EIT needs to have a clarified chain of command to be able to know what to do.

**FAL:** It was our bad, sorry. It is the IB who is in charge and who is responsible. We show the interested candidate what it's like, etc, but it is still the responsibility of the IB to make the final decision. The candidates would just see how things are done.

**ELSA Lithuania:** What would be the time of the implementation of this project? Would it have a pilot project before the ICM?

**FAL:** That's a great question. At this point, this is an idea we want to discuss, it would not be fair to make candidates enrol into it four months before the ICM. So the idea is to present this idea for now. We would

need an ICM to implement the idea, because it would require changing the Regulations, but in the next elections it might be happening.

*ELSA International concludes the discussion. No further comments from the attendants.*

*ELSA International closes the workshop at 18:22.*

Thursday, 3<sup>rd</sup> February 2022

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10:00 – 13:00

## Board Reform: Back to the Future (Group 1)

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Conrad Alroe (Secretary) (CA)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Leia Hindricq	ELSA Belgium
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Ana Koiava	[...]
Marianina Papadi	ELSA Greece
Myrsini Karagianni	[...]
Tomas Kačiukevičius	ELSA Lithuania
Jeroen Schildering	ELSA the Netherlands
Giulia Giardino	[...]
Katarzyna Kasińska	ELSA Poland
Aleksandra Walach	ELSA Poland
Pilar Salvador García	ELSA Spain
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Dario Schönbächler	ELSA Switzerland
Adil Abduramanov	ELSA Ukraine
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 10:03*

**FAL:** Welcome participants, we will now begin speaking about Board Reform.

*FAL begins the presentation about Board Reform.*

**FAL:** Any questions or doubts? I see none, so we can move on.

*FAL continues the presentation.*

**C:** Thank you, I will now open the meeting to questions.

**ELSA UK:** You mentioned how the current structure does not highlight the structure in connection with social responsibility, am I correct?

**FAL:** What I am saying is that the area is empty, and we need to develop social responsibility and that area in general; this is the feedback we have received from the network around social responsibility.

**ELSA UK:** In that case, would it be wise to change the focus of AA and rename the area accordingly?

**FAL:** We will get there. Right now we are discussing the problems; later we will come up with more specific proposals.

*MV continues the presentation.*

**FAL:** Any comments so far?

**C:** I open the floor for any comments or discussion.

**ELSA Switzerland:** I had one idea about the ENC specifically. Have we considered looking for a long-term partnership with an ELSA Group or a university? If you have an ENC that is hosted for a longer-term in a city, perhaps multiple years, it will develop a culture that promotes capability within a certain geographical area. It seems that there is too much work to organise each time somewhere differently.

**MV:** This could be something, but we already have this for John H. Jackson and Helga Pedersen as they have a tradition of organising rounds yearly in Geneva and Strasbourg. This culture is passed from year to year. We are the end-responsible organisers, and as such, we need to keep this project at the international level. It is also a complicated request to ask partners to contact all NGs. This should be the responsibility of the IB member(s). We cannot guarantee that each year we have enough people to run it; therefore, we are keeping it at the international level.

**FAL:** We have been running this project for two years from the international level but an international partner would currently not be able to assist the national rounds. The ENC final round could be streamlined with an external partner; however, we are not at this stage. In the future, this could happen. (This could happen in the future)

**ELSA Ukraine:** To add to what has already been said: it may seem that a long-standing partnership with a university may result in decreasing workload. Yet, you are gaining more responsibility; it would also be hard to control it in a way. The technical staff and material side of the competitions would be done by somebody else but the internal responsibility of coordination remains. We still have to consider (following the Olympics analogy) how stressful and financially burdensome it might be for the hosting countries.

*FAL continues the presentation.*

**C:** I am opening the floor.

**ELSA Ukraine:** Since we are already talking about renaming S&C, are there any suggestions for the new name?

**VB:** On our side, we are going to come to that. But if we talk about all the propositions in the last 5 years, there would be about 20. I could get you out the names, but I don't remember them by heart.

**FAL:** What you ask is shadowing what is coming in the next slides. One step at a time, so we ask you to wait a little while.

**ELSA Belgium:** You were talking about how legal writing was more an S&C project. Do you have any ideas which area this could go to? Do you have any ideas surrounding the future of this project?

**FAL:** We have ideas. The point is not for us to tell you our idea but for you to tell us what you think. Our point is, do you agree? Do these problems make sense to you?

**ELSA Lithuania:** If we join the projects of AA and S&C, will you have the same problem as Competitions has currently where there are too many responsibilities for that single department?

**FAL:** This goes back to the problem in AA. There is no huge impact *per se* with regard to the old AA legal writing as not all Groups do it. Also, the project has a lighter workload if you have the academic board to provide assistance with the peer-review process. Moving academic writing to a new area does not add more workload but could add more consistency.

**VB:** For example, ELSA Delegations are very autonomous, except for searching for the locations, certain management, etc. ELSA Webinar Academy creates a bit more workload but it is still quite diminished (thanks to my great team this year). ELSA Law Schools remain, of course, a big workload.

*FAL continues the presentation.*

**C:** Now we can open the discussion on the proposals regarding the AA. If you have any comments, I am now opening the floor.

**ELSA Switzerland:** I have some issues with that. We are discussing it again; this is something that has been discussed already and the vote of the Council at the time was a very clear statement of their position you propose. We already have also discussed the workload of S&C and decided that the workload of AA was lower allowing for that area to develop more projects in that area. If you feel that the workload is correct, that is okay; however, it seems that there is scope to develop more projects.

**FAL:** Yes, we discussed this in the abstract. Now we have started to implement things and we know that some topics work and some don't. The difference is that we are trying to do it as the IB and some of the proposals are simply not feasible. If the Council already says that we don't go for Social Responsibility but then the next thing you say is that AA needs to develop Social Responsibility. Your argument does not seem fully consistent with itself. We need to make a working plan. Indeed, we have discussed it already, but we find it important to bring this about again.

**ELSA Switzerland:** Just regarding Social Responsibility: the Council never said that they didn't want more projects. The decision that the Council made was surrounding the name.

**ELSA UK:** I am a huge fan of the proposal and the division of the workload. Key question, though, is how do you want us to run it on the national level? Do we want to be reactive or provocative? Would we have to sit back and wait? Would we get enough space to present the projects reflecting our philosophy?

**ELSA Belgium:** I have a question regarding Advocacy. I see the change is focused on the National level; will it be adapted for the local level also? Will it be added to BEE?

**FAL:** Yes, Advocacy goes to AA. Advocacy should be within AA/Social Responsibility.

**C:** We are now switching to the discussion on Competitions.

**ELSA Switzerland:** I think the obvious issue is that the ENC final round is gone and not replaced with anything else. I still think it would be a great loss not to host an ENC final round. Have you thought about adding the ENC to the PD area, or perhaps adding it back to the AA area?

**FAL:** The difference between last year and this year is that we are trying to implement. Moving it to Professional Development is not possible because ELSA Traineeships is a substantial one in itself to deal with and does not allow space for further duties besides the ones we already added.

**SS:** It's not about putting the projects where there is less workload. It is about putting it in a place where there are similar projects that are being developed; it is about having it in an area that does similar projects.

**MV:** It is bound to all the competitions. If we start moving e.g., European Final Round needlessly around, the area would be disorganised. It would mean that we are moving the problem around. We would not be able to organise it with the Board Reform. Moving it among the areas and in the Decision Book is what we have been doing and we always come back to the same problem. We can't move teams around; we need to keep it structured and organised.

**FAL:** In practice, we will be losing nothing. For many years it has been discussed but not organised. We are approaching this with the aim to complete this change and not simply talk about it as the project is not feasible.

**ELSA Switzerland:** I disagree, especially with what Samira said. I understand that you want to have consistent areas, which makes sense. But it is not always possible, there will always be something that does not fit into the area. We might have to put something that does not fit into the area but is feasible to be accomplished.

**VB:** I would disagree. I will give you a practical example: regarding the name, the projects are not consistent with the name of the area. Each year we get conversations about the name and the work but if there is a proposed change, it is likely to fail because every year we talk about the name and nothing else. This is not productive.

**FAL:** MCC and AA have been on the loop since 2012. Helga was moved around. Did we solve the problem? No. Moving things around (we will discuss it tomorrow) is a compromise when people can't agree. We want to make the areas more consistent. Moving the teams, people (e.g., ENC) around who might not be in possession of the necessary skills would be inconsistent and disorganised.

**ELSA UK:** I think this change and the discussion goes into the active/proactive discussion. Regarding the projects, this is a HR problem. There are not always the right people for the job available; however, if the ENC is moved to a different area, it may allow for more competent people to work on it. Is there scope for the ENC to be delegated to the EIT depending on capability and workload?

**SS:** Of course, we consider this option as well, we have been working on the timeline of all Competitions. Personally, I think delegating the work to the EIT to organise the European Final Round is more of luck. For example, this year it's already been 2 EIT calls for Directors to organise the European Final Round and no one applied. This is a problem that we are facing, and currently, there is not even a responsible Director to have the organisation to be delegated to.

**ELSA Lithuania:** Does it mean that the ENC will no longer be a flagship project?

**FAL:** We will discuss projects specifically tomorrow. Right now, we are only discussing the European Final Round.

**ELSA Switzerland:** We are covering the same ground as the last ICM, we are still talking about Board Reform and the ENC. If we now have the same conversations about how certain areas have space to do certain projects, then we are missing the chance to develop new projects or develop the same projects but in new areas. I am not sure if the proposed structure works for the future and for the benefit of the projects that ultimately are for students who are attempting to develop themselves professionally.

**MV:** I was one of the fierce ENC defenders, I did that proposal myself with a lot of people and support. In the IB, however, my perspective has changed. The workload is tremendous and prioritising is important. JHJMCC for me is one of the most developed projects (around 20 years); so is Helga Pedersen. We need to

decide whether we prioritise them or not and if we continue playing ping-pong and throw them back to AA. That logic brings us nowhere. It is also logical to have one area focusing on Social Responsibility instead of several areas focusing on different steps of educational cycles.

**FAL:** The proposal made by the previous IB was to get rid of the European Final Round. Some of us in the current IB were against it at that time. However, we realised that this was the right idea once we started implementing Board Reform and we realised the previous IB was right. It is not feasible for the IB to organise the ENC final round.

**SS:** What we are doing here is only the preparation stage, transition, evaluation period, where MV is not fully engaged into the organisation. If it is not feasible during the transition, how would one person be able to organise 3 projects simultaneously?

**VB:** If you look at the proposal regarding the workload in S&C, there is great potential for further development of the projects in that area. It will take some time to get them to the maturity of other flagship projects; however, this is something that we are aiming for.

**ELSA UK:** I understand the concern. Is it possible to develop a new IB position for academic competitions that fairly divides the workload between the areas in the future?

**ELSA Switzerland:** I get that ENC is not feasible in Competitions due to time. If it is not possible, ok. But it seems that the Network sees the ENC as an important thing, repeatedly saying that it has to be organised. I think, thus, it has to be done even though it does not fully fit the position. I don't see why we need the full position dedicated to Social Responsibility if it is something that was discussed earlier, and the Council has decided on previously.

**FAL:** I also want a 500EUR allowance but that is not feasible. The same logic applies.

**C:** I am concluding the discussion on this and moving to the final statement from the IB.

*FAL makes concluding remarks.*

**C:** I now open the discussion on S&C and I am opening the discussion for the questions. Since there are no questions, we are going to proceed with the concluding remarks of the workshop.

**FAL:** Thank you for the discussion, we will continue the conversation tomorrow after people's positions have developed further.

*FAL makes concluding remarks on the workshop.*

*Chair closes the Workshop at 11:24.*

14:30 – 16:00

## **Board Reform: Back to the Future (Group 2)**

Participants' list:

Francisco Argente Lima (FAL)  
Federica Paolucci (Chair) (FP)  
Nea Nurmela (Chair) (NN)  
Ekaterina Kasyanova-Kühl (Secretary) (EKK)

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Tarcísio M. Pickler (Secretary) (TP)  
Alexandru Caprau  
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Tereza Krejčová  
Laura Merisaari  
Mikko Laitinen  
Iina Ryyänen  
Katharina Faber  
Laetitia Berthold  
Lena Dimmling  
Giorgia Noviello  
Andrea Signori  
Alessandro De Lucia  
Maria Scicluna  
Sarah Xuereb  
Bárbara Ferraz  
Bruna Barbosa  
Ana Nunes  
Linnea Regnell  
Yvonne Elumogo

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ELSA Finland  
ELSA Finland  
ELSA Germany  
ELSA Germany  
ELSA Germany  
ELSA Italy  
ELSA Italy  
ELSA Italy  
ELSA Malta  
ELSA Malta  
ELSA Portugal  
ELSA Portugal  
ELSA Portugal  
ELSA Sweden  
[...]

*ELSA International opens the workshop at 14:32.*

*FAL starts the presentation on the Board reform.*

**FAL:** Are there any questions on the structure we had and the one we have now?

*No questions asked.*

*FAL continues with the presentation.*

*SS continues the presentation on AA.*

**C:** Are there any comments on AA?

**ELSA Sweden:** I'm wondering how the conversations have been with the previous Board. The idea before was to lessen the burden on AA, and now the conversation has shifted, seeing it as a negative.

**FAL:** It is not a bad thing. This area can expand. For example, the important element of social responsibility that needs to be developed. AA is an area that is free to expand. This is a problem that can easily be solved.

**SS:** The purpose of the implementation is not just to lessen the workload, we want the projects on AA to be clear to everyone on all levels.

*MV and FAL continue the presentation on Competitions.*

**C:** I am now opening the floor for the discussion on the area of Competitions.

**ELSA Sweden:** Recently you put in the call for the Director of ENC. Have you considered delegating more work to this Officer?

**SS:** We were considering delegating more to a person who can take the responsibility of organising the Final Round, but the problem is the shortage of people. For example, right now there is no Director who can be delegated the relevant tasks. This year there were already two calls and no applications.

**FAL:** Also, delegating most of the work of a competition to an Officer is not doable, because in the end the responsibility is of the IB.

**SS:** Helga Pedersen and John H. Jackson, which have been around for 10 and 20 years, for example, the EIT and IB members have done different tasks, but the IB still bears a big responsibility.

*VB and FAL continue the presentation on S&C.*

**C:** Are there any questions regarding S&C?

*No questions asked.*

*SM and FAL continue to discuss PD and more details on Board Reform.*

**C:** Are there any comments?

**ELSA Finland:** I noticed that the ENC is gone. Did you forget to include it or is the project over?

**FAL:** Let's go area by area to stay organised. We find the European Final Round not to be organised now, it is not feasible. We don't want to delete ENC and we want you to organise as many regional rounds as you can, and then later we can return to this discussion.

**ELSA Germany:** I wanted to add a comment. I think we shouldn't put the ENC question on this same Board Reform proposal.

**FAL:** We are going to discuss it tomorrow. But obviously, the two topics are intertwined, and today is more of an introduction to the topic. The biggest discussion would be tomorrow. And once again, we don't want to delete ENC, it is about the Final Round, which is not feasible.

**ELSA Sweden:** When you say "not deleting the ENC", will we still have this responsibility on the VPC of the IB to have a team at an international level to support NGs, or will the responsibility fall entirely on the NGs?

**FAL:** The idea is to take away, for now, the responsibility of the Final Round from the IB. If NGs want to organise the ENC or anything alike, feel free to do so, and the IB will as always support you. But we just feel that right now for the IB, it is not feasible to organise the EFR.

**ELSA Czech Republic:** I wanted to ask if the IB considered that many groups don't have a MCC Vice President, and by changing AA (which includes MCC in these groups), it wouldn't make sense to have a Social Responsibility area organising competitions.

**FAL:** Could you please clarify?

**ELSA Czech Republic:** There is no MCC person in Czech Republic, and if you change the areas, there might be no point.

**FAL:** We want the Board Reform to not stop in an intermediate state. This implementation would be started at the IB level. Important structural changes shouldn't be stopped because of variations across the Networks. In our mind, these changes would be made over time, in the best way each Group considers it,

with adaptations being always possible and with the support of the IB. We can't use this argument, otherwise, changes will never be made.

**ELSA Finland:** About Social Responsibility, last term we had discussed it, and the meaning of the term may vary in each country. For example, in Finland it is not really a thing. So what is the IB's plan to implement social responsibility in the NGs.

**FAL:** That makes sense. A lot of us had this argument last year. One example: six years ago we didn't have ENC the same way. They were developed by the IB, which then supported NGs. This is a good example to follow. Another way is to create a flagship event and then implement it nationally, as ROLE, through which the NGs have social responsibility events. If IB gives support and guidelines, this is a good way to go. Law Schools are a bit different examples (the way varies). It is feasible in five to six years.

**MV:** It is always the choice of NGs what officers they need. We are here to support and provide you with the projects that you can take up. Of course, if you feel that it does not work for your Board, then so be it.

**FAL:** If you have more doubts, don't hesitate to ask.

**ELSA Czech Republic:** My concern is on the name of Social Responsibility, which could be chaotic across countries.

**FAL:** We try to come back to the structure you know. Social Responsibility would appear (the way we see it) the term following after the next one. There might be some difficulties at the beginning, fair enough. The names might be chaotic, but if we look at AA it only has ELR as an academic activity. The area is already more related to social activities, so the change in the name makes sense. If we implement this change year by year, there should be no issues.

**ELSA Czech Republic:** You said AA is kind of empty, and I can see that you took two other projects, so is it even emptier now than before?

**FAL:** It's only ELR that was removed. We are taking ELR to make the area consistent, because it has no relation to social responsibility, as its other activities have. We think it is better to put it into the place where it makes more sense, which is S&C. This change is on the grounds of consistency. This area has been neglected for many years.

**ELSA Germany:** I feel like having a whole area for social responsibility is good, but striking a whole project feels wrong.

**FAL:** I get your point, but also we are not deleting the ELR, or any projects. Advocacy is another element that needs to be considered. We think it makes more sense to have someone who will be dedicated to it. The same thing is with Human Rights.

*No S&C or PD comments made.*

*ELSA International closes the workshop at 15:26.*

11:30 – 13:00

## **International Annual Meetings: a thing of the past? (Group 1)**

Participants' list:

Francisco Arga e Lima (FAL)  
Federica Paolucci (Chair) (FP)  
Nea Nurmela (Chair) (NN)  
Conrad Alroe (Secretary) (CA)  
Ekaterina Kasyanova-Kühl (Secretary) (EKK)  
Leia Hindricq  
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Dora Štambuk  
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Dario Schönbachler  
Adil Abduramanov  
Yuliya Kostiv  
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ELSA Croatia  
ELSA Croatia  
[...]  
ELSA Greece  
ELSA Lithuania  
ELSA Poland  
ELSA Switzerland  
ELSA Switzerland  
ELSA Switzerland  
ELSA Ukraine  
ELSA Ukraine  
ELSA United Kingdom  
ELSA United Kingdom

*ELSA International opens the workshop at 11: 31*

*LAC presents on International Annual Meetings.*

*SM/AO continue the presentation on ICM Cosenza.*

**C:** I will now open the discussion on the presentation. Seeing that no one wants to add anything, we continue with the presentation from ELSA International.

*NN begins a presentation on attracting international meeting hosts.*

*LAC continues the presentation.*

*FAL explains the group work.*

**C:** We will begin the presentations with Group One.

**Group One/ELSA Belgium:** Our concerns are the following: financial issues including prices and participation fees; searching for the correct venue to host the ICM; concerns over quality of accommodation and the venues of meetings; the number of participants required to making it financially viable; concerns about COVID-19 and the flexibility that this requires; whether the social programme is entertaining enough to make the cost attractive to participants; whether the space is available for the organising NB; and whether the food and other hospitality measures are able to be accommodated by the organising committee of the NB. Our concerns as a group were largely based on those issues surrounding finances and quality control. Perhaps these standards need to be reviewed, largely in relation to whether they are too high. Also, perhaps, more grants will be available in the future to allow more people to come.

**Group Two/ELSA UK:** We talked about a few things on how we would fix the situation. One idea was to have an EIT team for the internal meetings that occurred physically. We also talked about the EDF and we know it helps organisers, but in the situation where there was a dire issue, could it help an ICM OC? Having general partnerships would also help in limiting costs. Also, it would help to have limited participants for cost issues. Also, many changes were introduced prior to the pandemic and as such, we were not able to see

the results of those changes, and therefore it would be beneficial to see the result of these before changing the decision book.

**Group Three/ELSA UK:** The first question that we have addressed was why no NG wants to host. And it always comes to HR and financial concerns. We need to make a system where NGs are rewarded for organising the ICM; they need to not only be paid but also receive a minor financial remuneration. Finding a sponsor or a partner (e.g., university or a law firm) who would provide the financial remuneration in return for marketing would be a good idea. And as NGs, we can provide the partners with brand marketing exposure which is a minor price for the NG to pay. It is also a nice way to reintegrate the community.

**C:** I will give the floor to the IB for the final remarks.

**AO:** We have seen a number of groups discuss the financial issues. We understand that this is a problem; however, the EDF is severely limited and as such, it is not possible to cover much of the ICM with these funds.

**FAL:** We can proceed with the presentation.

*FAL presents the proposal.*

**LAC:** Is it something that you would agree on, raising the fees?

**C:** Let's open the floor now for this discussion.

**ELSA Switzerland:** I agree with the proposal. I would also like to mention that we should keep in mind that some groups may need EDF funding to attend. As we keep that in mind, it is the best idea to raise the fees to keep the ICMs feasible.

**ELSA Switzerland:** I generally agree with what has been said. But my statement is more of a question: we talked about it being unfeasible with the current fees, but has it been actually tried?

**AO:** We considered a number of options with the new standards but the cost limitation also proved to be a huge problem. This is due to accommodation and transport costs which make the current pricing unfeasible.

**LAC:** I am not going to reveal the countries that we talked to. We tried to approach the countries but it was not still possible, and despite Covid concerns, the main topic has always been finances. In the last 5 years, the fees have not been increased. The current fee is not beneficial for the host but rather for the participants, and even if the host breaks even, there is no benefit for the NG to host.

**ELSA Croatia:** Just to give it a thought: now it is feasible to hold an ICM with the current fees; but if we raise it, will it be more feasible or the same?

**ELSA Belgium:** I totally agree. But I don't know if it is really possible; it requires a good idea of the cost of living, etc. But probably we can ask for different fees depending on the country which hosts the ICM. We can, for example, lower the participation fees for Croatia while having higher fees for Finland, as long as the host does not get bankrupt after organising the ICM.

**AO:** This proposal is to raise the maximum. It is not a target but rather allowing the upper limit to be raised in the event that the organising committee requires the higher fees.

**FAL:** We don't want an ICM to have €100 per person. We only want to impose a maximum fee so that it would not go beyond that limit.

**ELSA Switzerland:** I agree with the IB. There will always be different costs and we should always make it possible for countries with lower costs of living to organise international meetings. But in terms of people from these countries attending those meetings, we should always keep the costs in line with possible attendance.

**ELSA Croatia:** I agree, but it is not just black and white. We should find a middle ground, keeping in mind the living costs of each country and certain expectations of the price from the participants. This is something we need to probably propose before the next ICM.

**FAL:** Thank you for your ideas, but we need some feedback on your precise ideas of cost.

**ELSA Switzerland:** I haven't calculated it before but from my sense of things, I would say €45 for non-favoured and €37 for favoured countries.

**ELSA Croatia:** I do not know if it would be possible to have a precise cost for each country based on purchasing price, or perhaps a group of countries with a fee basis?

**ELSA UK:** Higher fees, at least for me, is not the favourite option. I do understand a need for it and I would agree to go for it if there is no other option. But I think it is important to have a system that does not create an extra burden on countries and respects diversity and inclusion. It should not only be about the economic feasibility of the country but also the economic standard of the ELSA group in question.

**LAC:** I think it is realistic and is great for including people. Here we have two interests at heart, that of the host and that of the attendee. We should limit the burden on people financially and we do have favoured and non-favoured countries for this reason. We also have the EDF to help people of lower financial capability.

**AO:** We are already doing this part to help the network. We have the budget for the year but we cannot exhaust all the resources beyond their limit to help holding an ICM.

**LAC:** It's not a cost that allows such an event to happen. It is too much of a burden for some groups to have and we should keep that in mind.

**ELSA UK:** I am not opposed to this idea. What I want to point out is that, in terms of deciding prices, I think we should take into consideration the financial status of the National Groups.

**ELSA Switzerland:** I get your point. I just think we should be careful about this topic. And I also agree with the IB; the priority should be that the host has no deficit. I think it should also be a feature that we limit the cost so that the group does not profit. Basing a cost on the financial analysis of the group hosting could be troublesome given that the financial status of the group would have to be revealed.

**AO:** Regarding different fees, we need to consult with all NGs. But diversifying the fees would be a nightmare for the Treasurer. It is also hard to predict.

**ELSA Switzerland:** As I understand, it's not every group that will have a different participation fee, but we should decide on the basis of the financial capability of a group whether it is favoured or not favoured.

*FAL makes the concluding remarks.*

*Chair closes the Workshop at 12:53*

16:00 – 17:30

## International Annual Meetings: a thing of the past? (Group 2)

Participants' list:

Francisco Argáez Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Janine Jira	ELSA Austria
Eva Šimková	ELSA Czech Republic
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Emanuela Rassu	ELSA Italy
Giorgia NovIELLO	ELSA Italy
Maria Scicluna	ELSA Malta
Marie Franssen	ELSA Norway
Bárbara Ferraz	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Anna Mattsson	ELSA Sweden

*ELSA International opens the workshop at 16:02.*

*LAC starts the presentation on hosting International Annual Meetings.*

*SM and AO present on ICM Cosenza.*

**C:** Are there any questions?

*No comments followed.*

*NN and LAC continue with the presentation on the Host Attraction Strategy.*

*LAC and FAL introduce the work in groups.*

### **Group ONE/ ELSA Germany:**

The problems are not that new:

- Financial part
- Knowledge management
- HR: not having enough people. Hard to do at the National level.
- Logistics in general, e.g. venue problem: to have a building with enough capacity; connections from Airport to the final destination
- General covid concerns

Solutions:

- EDF and/or special support fund for national meeting (like in Czech Republic, Germany) as an alternative to sole dependance on partners
- We should not be dependent on a partner
- Knowledge management: creating a Handbook about making an ICM with experience shared of the former hosts and experience specific for countries (tips and tricks)
- HR: cooperation with various countries to also add to the solution of the financial issue
- Establish a plan B if the meeting has to be online
- Logistic: having more resources would help solve some problems
- Location and accommodation: having more people from more countries involved would help to find better accommodation and location

#### **Group TWO/ ELSA Finland:**

Issues that we have found:

- Finances
- Finding proper venue partners, etc
- HR issues due to ELSA activities being full time students and employees. Lack of time

How do we fix it?

- Fundraising
- Partners helping on the organisation
- EIT support for the OCs
- Guidance for the OCs
- HR motivation for OC applications - connected with funding

#### **Group THREE/ ELSA Czech Republic:**

Similar issues as the previous groups:

- Finding OCs
- Finances, etc

Solutions:

- Proper Handbook and the possibility to contact previous organisers
- Having assistance (such as a coach) on an international level.
- Marketing may help OCs but we have not found the solution for it
- Hotel: finding the hotel in different areas of the country. Possibly separate the participants in more hotels

#### **Group FOUR/ ELSA Portugal:**

Solutions:

- Creating a coach group for the ICM, maybe using the international coaching system.
- Another point is how to use the coaching system to dialogue with the NGs, because the current generation does not really know how the physical meetings go.
- Ensuring adequate funding and Human Resources management.

**ELSA Malta:** If I may add, for ELSA Malta it's not the lack of motivation in particular, but the ICM we were going to host ICM77 but got cancelled last minute, and we were not ready to take such a financial risk again - and we were also dealing with some internal things in the meantime. However, I completely understand your fair remark given the situation.

*LAC continues with the presentation.*

**LAC:** Do you agree with the higher fees?

**C:** If you have any comments on the higher fees or the amount of them, the floor is yours.

**ELSA Czech Republic:** We could research on how to increase the fees, as for it to be high enough for the event to be feasible, but not high enough as to exclude some countries from being able to host.

*No further comments.*

*AO and LAC resume the presentation on increasing the current fee.*

**ELSA Finland:** Would this help so much? The increase seems small. For Finland to be able to host, we would have to at least double the current amount. An eight euros increase is not enough.

**FAL:** Thank you for your question. I did a quick calculation. Eight euros per day, for a week, 200 participants, makes €12,000 in total. Eight euros may not seem much but it is a significant increase.

**AO:** With the higher fee comes new things. If people see the increase as feasible, we create a base for a further increase in the future, which would bring other benefits.

**SM:** Increasing the fee is absolutely necessary because of the increase of the cost of living in the entire Europe. I can give you the example of Cosenza, where due to the prices for the same hotel in which my local group organised the meeting in 2018, it would not be possible to accommodate the meeting with the same fees. There would be no possibility to organise anything without the fee increase even in the South of Italy, where I find the prices rather low. We understand this change is difficult, but at the same time we need to think that normally this event is planned a year in advance, and to do proper fundraising and finding partners. The IB is always there to help.

*No further comments.*

*FAL makes concluding remarks and thanks everyone's inputs.*

*ELSA International closes the workshop at 17:11.*

18:00 – 19:00

## Summary

Participants' list:

Francisco Argáez Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
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Mikko Laitinen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Tomas Kačiukevičius	ELSA Lithuania
Maria Scicluna	ELSA Malta

Anne Duizer	ELSA the Netherlands
Anna Rizzo	[...]
Anna Haczykowska	ELSA Poland
Katarzyna Kasińska	ELSA Poland
Kaja Niewęglowska	ELSA Poland
Bárbara Ferraz	ELSA Portugal
Linnea Regnell	ELSA Sweden
Anna Mattsson	ELSA Sweden
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Dario Schönbachler	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 18:03.*

*FAL begins the presentation on the day's summary.*

**C:** Starting with the Board Reform Workshop, are there any questions?

**ELSA Sweden:** If the intention is to put that proposal for the ICM, do you intend to have open calls in the same manner as last year?

**FAL:** Right now we want to discuss whether you are receptive to the idea. The way forward is to talk to you during this period and before the ICM. We want to present to you first the structure on which we can build on.

**ELSA Finland:** If the Board Reform is present to the next ICM, have you considered a similar backstop mechanism as proposed last year by ELSA Germany and ELSA UK, to have a way for the proposal to not be implemented if it proves to be unfeasible in the future?

**FAL:** When we start implementing things, there might be other problems that we need to be prepared for. The concept is already there, and we think it is a proper one.

**ELSA Switzerland:** Do you plan to look further into other possibilities to save the EFR, or maybe transform it into something else? Or is ending it the only possibility?

**FAL:** Saving the EFR is something we have been working on since the beginning of the term. We don't want to leave the next Board completely without anything. We said many times today, it is feasible, even though the work is continuing, and we are here to provide assistance.

**C:** Are there any remarks regarding the International Internal Meetings workshop?

**ELSA Switzerland:** Was there any discussion on the height of the fees in the second group as in the first?

**FAL:** As said before, the main point is that before establishing a concrete fee, let's do research to know what's feasible within the Network. We need to research a bit more before reaching conclusions.

*FAL proceeds with the concluding remarks.*

*ELSA International closes the workshop at 18:16.*

Friday, 4<sup>th</sup> February 2022

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10:00 – 13:00

## Projects: those who cannot remember the past... (Group 1)

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Conrad Alroe (Secretary) (CA)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Leia Hindricq	ELSA Belgium
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Norman Aasma	[...]
Ana Koiava	[...]
Tomas Kačiukevičius	ELSA Lithuania
Giulia Giardino	[...]
Aleksandra Walach	ELSA Poland
Gabriela Hajduk	ELSA Poland
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Dario Schönbächler	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 10:03.*

**FAL:** Welcome participants, we will now begin speaking about projects.

*FAL begins the presentation about projects.*

**C:** I will now open the meeting to comments.

**SM:** Sometimes, it is easy to talk in terms of the quantity of projects, but sometimes the workload is spread across multiple areas. However, the more time spent on projects, the less time spent working on network management. This is why we need to prioritise and perhaps have a discussion on what we can delete from the Decision Book in order to deliver higher-quality projects.

*FAL continues the presentation about projects.*

**ELSA Switzerland:** I would say it's one of the main tasks that the next IB has this knowledge and can effectively convince the following IBs not to add new projects. Let's do more to make sure the cycle of projects being added and then removed can no longer continue.

**FAL:** Concerning this problem of cyclical repetition, it's one of our main tasks that we will be focusing on during the transition to the new Board.

**ELSA Switzerland:** I think SM mentioned that a big issue was network management. I see there are some problems that are too big to manage at the international level alone, and thus NGs should be engaged to spread the workload more evenly.

**FAL:** What is more important for the network, though? Do you think it is network management or organising flagship projects?

**ELSA Switzerland:** I think this is a difficult question; however, I would say that the flagship projects are equally important as network management. But not all projects have that status. Projects such as ET, the MCCs, and the Law Schools rise above the other flagship projects into almost a new status of importance and are therefore beyond reproach.

**ELSA Switzerland:** I think the two go hand in hand, and that where one fails, the other fails with it. It's hard to separate the two issues of network management and projects and determine which one is more important.

**FAL:** Thank you, and we also would like to add that network management is a focus for the IB in general since this is the main goal of the IB and the reason why it exists. This was reiterated by the previous boards if you look at the quotes we have shown.

*FAL continues the presentation about projects.*

**ELSA Lithuania:** We have 8 flagship projects; it's not feasible to organise all the projects in such a way that they have the quality they deserve and as such, we should consider reducing the number of flagship projects for quality control purposes.

**ELSA Switzerland:** I think that the way we are looking at it is all wrong. The IB is obviously the one more apt to organise events as it gathers the most experienced officers in the network. But the IB should not be doing all of these projects on their own, and the fact that they are doing so much is resulting in quality problems. In this sense, I agree with ELSA Lithuania and think that we should reduce the number of projects and focus on quality.

**FAL:** We don't believe that the IB should carry all of the workload since there is considerable input from the National Groups and some events are of a far higher quality when they are organised at a national level. And in fact, their formats are better lent to them being done nationally and not internationally. Also, many of the local groups are able to organise these projects in a way that suits them better.

**VB:** I don't see how we as the IB could run the projects better than the national ones given the format of some of them and how they operate. Study visits are an example of this.

*FAL continues the presentation about projects.*

**C:** I open the floor to comments on the statement about what is important for ELSA to continue to have as flagship projects.

**ELSA Lithuania:** Regarding the HPMCC, it is vitally important to keep it as a flagship project as it is the biggest human rights project in Europe.

**ELSA Switzerland:** In relation to the HPMCC, our partnership with the Council of Europe is one of the main reasons why it should remain a flagship as they are our most important partner.

**FAL:** Let's move on: why JHJMCC is a flagship project?

**ELSA Belgium:** Because it is attended by people around the world and it has been organised for a long period of time, with a very well-known partner.

**FAL:** Let's then talk about why Law Schools are a flagship project.

**C:** I see people commenting on partners but we should associate these projects with the nature of the society and not about the external relations that we have with our partners.

**ELSA Switzerland:** ELSA Law Schools are important recruiting tools. Many members that attend them later also join the association as officers due to the positive experience they had with ELSA.

**ELSA Lithuania:** ELSA Law Schools are a flagship because they present ELSA in a positive way, the way we wish to be perceived, and also I agree that they are an important recruitment tool.

**ELSA Belgium:** Law Schools show that ELSA is an international organisation and it's important that the IB maintains that project.

**SM:** I enjoy that the OCs of the Law Schools try to have as many nationalities attending as possible which maintains their international feel.

**ELSA Belgium:** ET and Delegations are good for the professional development of our members and also a great advertisement for our international feeling, and it's also for the general CV of ELSA as a society.

**SM:** I would like to talk about ET since it is the professional development flagship for our members, and it is important that this is focused on, and maintained, as a flagship project of ELSA.

**FAL:** Our flagships have participants from all over Europe; they are also of great interest and engagement within the network. Many of them have been organised for a number of years but perhaps some would be better being organised at the national level.

**ELSA UK:** The ELSA Law Review is a historic project but it fails on your requirement of engagement.

**FAL:** Also, it fails on the duration requirement due to its cyclical extinction. But we agree it is a flagship project currently.

**ELSA Lithuania:** ICE is not a flagship due to it not meeting the development requirement; also, it does not meet the criteria you have listed and is a rather fresh project in the sense of other projects which have been running for much longer.

**ELSA UK:** When it comes to webinars and ICE, the circumstances around the IB organising it, this is a problem and I agree that it cannot continue as it is. However, these two projects are more a type of format than a specific event style project.

**FAL:** Does it make sense for a flagship project to be a format rather than an actual project?

**ELSA Lithuania:** NB and LGs don't see these projects as formats and more or less ignore the format and run their own program based on the concepts of these projects.

**ELSA Switzerland:** Why is ICE a format and Law Schools is not a format?

**VB:** Yes, Law Schools are a flagship project because they are visited by IB, coordinated by IB, and also the promotion is done by the international network in coordination with the board. In this sense, the project is centrally held at the IB level.

**ELSA UK:** The Negotiation Competition has not been around long enough to be a flagship project by the standards you have listed here today.

*FAL and VB, MV, SS continue the presentation about projects.*

**C:** I am opening the floor on the proposals around the ICE and ENC.

**ELSA Switzerland:** I agree with the ICE proposal as it is quite clear. We will not talk about the EFR but I disagree on the added value part of your statement. The ENC has a larger base than the JHJMCC or the HPMCC and so it has value for the NGs and LGs.

**FAL:** What is the added value of the ENC? The whole competition has not happened in its entirety and therefore we cannot say that it has a specific value. It's not feasible for the IB to organise the ENC European final round and as such, we cannot say the ENC represents the character of ELSA.

**MV:** Maybe the ENC is more popular on a national level but internationally it is not, and many teams do not see it as an international project but rather that it is something to do in their particular country. The engagement is also not close to the JHJ in terms of numbers.

**FAL:** As it stands, the ENC is organised nationally and we do not have control over how it is organised since the structure is determined by NG and not by IB. We also want to have the possibility to allow a national structure to emerge organically, without the express direction of the IB.

**ELSA Switzerland:** I disagree on the ENC value statement. Our national group was told that there will be a European final round and this drove engagement. It is also a very good recruitment tool not only for the national membership but also the recruitment of members. Also, you don't need to have an IB organised final round; it could be organised by a national group.

**ELSA UK:** I agree with the ENC engagement problem, but as things stand, national groups do not have the tools to run the ENC European Final Round as it currently is being proposed.

**ELSA Lithuania:** I agree (with) removing the ICE from the list of flagship projects, and from a marketing perspective it is hard to market all these projects to the level required to maintain the required quality and drive engagement effectively.

**ELSA UK:** We agree with the propositions but we have a problem with the way it is presented. This is an HR problem; it is not about removing projects as this does not promote growth. However, engagement will suffer if it is limited. Perhaps an IB reshuffle could help run these projects in order to keep the full plethora of projects on offer.

**FAL:** I agree it's an HR issue but we cannot fix this, and so we should focus on reducing projects as it stands. Let's take a step back and reduce projects; then, we can focus on the more important projects rather than just simply expanding for the sake of expanding.

**SS:** I agree that the EIT should organise the ENC but the workload of the NG is so high that it is proving to be an issue; not to mention the experience required to organise such a program. With transition, it also means that knowledge is lost and the experience also is lost, in effect moving everything back to the starting position.

**ELSA UK:** I agree we need to reduce and focus on HR; however, I think the resourcing of the EIT is a focus, and it needs to be retooled rather than just kept the way it is since it does not function properly and is not fit for purpose as it currently stands.

*FAL continues the presentation about projects.*

**ELSA UK:** The reason I thought that it should take longer to create a flagship is that a number of years' votes would be required to create one so that there is a development of consent spreading across a number of boards. The level of difficulty required currently is too low and should be raised to the point where only the highest quality of project meets the threshold to become a flagship project.

**FAL:** We are reasonable about defining a flagship but we do not want a lot of criteria to define one. Should a project that is younger than three years be a flagship? There should be more rigorous time standards than those which currently exist.

**ELSA UK:** I agree with the standards but circumstances are such that there should be flexibility where circumstances require.

**SM:** I agree with the time requirement to become a flagship, as we engage with partners based on our projects and therefore consistency is required. Imagine going to a partner and presenting a project for funding that has barely been started and has a limited history. As a society, we sell our most important projects in order to gain funding.

**ELSA UK:** I think having a guiding principle rather than a proposal could be useful, as it is less formal and allows for flexibility where that flexibility is required.

*FAL makes the concluding remarks.*

*Chair closes the Workshop at 11:25.*

14:30 – 16:00

## **Projects: those who cannot remember the past... (Group 2)**

Participants' list:

Francisco Argáez Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Petar Stoilov	ELSA Bulgaria
Remina Aleksieva	[...]
Jakub Sýkora	ELSA Czech Republic
Tereza Krejčová	ELSA Czech Republic
Patrik Fráňa	[...]
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Iina Ryyänen	ELSA Finland
Katharina Faber	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy

Giorgia NovIELLO  
Andrea Signori  
Maria Scicluna  
José Miguel Fialho  
Sílvia Castilho  
Bárbara Ferraz  
Bruna Barbosa  
Linnea Regnell  
Yvonne Elumogo

ELSA Italy  
ELSA Italy  
ELSA Malta  
ELSA Portugal  
ELSA Portugal  
ELSA Portugal  
ELSA Portugal  
ELSA Sweden  
[...]

*ELSA International opens the workshop at 14:32.*

*FAL begins the presentation.*

**C:** Are there any questions?

*No comments.*

*FAL proceeds with the presentation.*

**FAL:** What are the IB's responsibilities?

**ELSA Sweden:** The IB should focus on coordination in the Network instead of organising its own projects.

**FAL:** I agree. We focus on assisting NGs and LGs to implement their own projects, but some are better implemented at an international level, such as John H. Jackson MCC.

*FAL proceeds with the presentation.*

**FAL:** Is a specific project a Flagship because it is on the Decision Book?

**ELSA Germany:** A project should not be a Flagship just because of that, as the example of ICE. We need to discuss the definition of "Flagship Project".

**FAL:** I agree. For example: if we put Career Launch in the Decision Book, would it automatically become a Flagship? No. If a project is not there, it does not mean the project is not important either. For us, Flagships are a group of initiatives that are able to represent ELSA as a whole. Which are those?

*FAL lists the HPMCC, JHJMCC, ELSA Law Schools, ELSA Delegations and ELSA Traineeships projects for attendees to comment on.*

**ELSA Sweden:** I would say these are our biggest projects and that involve the most NGs.

**ELSA Finland:** These are Flagships also because they involve our actual members, the students, who can have contact with ELSA this way.

**ELSA Germany:** They also bring a lot of value for our members.

**ELSA Czech Republic:** I want to add that they are organised with our biggest partners, and as such should be Flagship due to their importance to the ELSA brand.

*FAL proceeds.*

**FAL:** What about ELR? Does the same logic apply? Should it be Flagship?

*No comments.*

**FAL:** And EWA?

**ELSA Sweden:** It has the potential of becoming Flagship, but its structure is not yet unified well enough.

**ELSA Czech Republic:** I agree. I want to add that some of the Flagships have more value for members (JHJMCC for example) in comparison to an EWA.

**FAL:** What about ICE?

**ELSA Germany:** For it to be Flagship, we would need there to be more of these conferences. There are not enough yet to consider it as Flagship.

**ELSA Czech Republic:** ICEs are too similar for outside participants to ELSA Law Schools, so it doesn't make sense.

**VB:** I disagree, it is very different. ICE is focused on the academic program and Law Schools on more than that: academic programme, social and cultural. We need to discuss the added value of the project, so our members can also perceive the differences.

**FAL:** And ROLE?

**ELSA Finland:** It has a lot of potential, but it's not there yet.

**ELSA Sweden:** The project is still too young. It is not yet properly implemented across the Network.

**FAL:** And ENC?

**ELSA Sweden:** There's a lot of will for it to be (a Flagship), it has grown a lot the last couple of years, and for me it is unified and structured enough to reach the requirements, but we need to ensure the value for members.

**FAL:** I agree with the will, but it's not structured in the same way across the Network. Some groups don't do legal courses, or they organise the competition in languages other than English. For the regional round to be valid, it needs to comply with these standards, so the ENC as a whole is not structured and unified well enough yet. We don't have that many national rounds. People call it ENC, but these projects are not formally part of it.

The same logic goes for ROLE.

*FAL, VB and MV proceed on the proposal of removing ICE and ENC as Flagships.*

**C:** Any comments on ICE?

*No comments.*

**C:** What about ENC?

**ELSA Czech Republic:** We agree that it should not be Flagship yet. We would propose a framework to help NGs comply with the ENCs standards so their national rounds are valid.

**FAL:** That's why we moved the EFR to the first semester. The two main problems are that the IB does not have any coordination over the National Rounds, meaning that we have to wait until very late to know how many teams will participate in the EFR. Furthermore, there are National Groups that are organising Negotiation Competitions that do not comply with the quality standards even if the Nationals call it an ELSA Negotiation Competition. Obviously, these teams cannot advance to the EFR: We want to support NGs as well as possible to make Negotiation Competitions, but for now the idea of an ENC is not doable. That said, Nationals should still have the assistance to implement their own initiatives.

**SS:** I agree it could become a Flagship, but what's growing is not properly the ENC but similar national initiatives. We need more groups organising the ENC and complying to the requirements before considering it a Flagship.

**ELSA Croatia:** I wanted to ask if it's still possible for NGs to host a Negotiation Competition together?

**SS:** Of course. It's up to locals and nationals entirely. Another thing: we are not complaining that groups are not organising the competitions with enough quality standards, they have their own valid reasons to be different, which in turn shows that we just need more time to structure the ENC and for locals to be able and ready to go to the EFR.

**ELSA Germany:** What would be your plan to have national rounds comply with the quality standards?

**FAL:** The same we've been doing. Right now, the IB assists with cases and rule templates, being these, therefore, already harmonised. One problem is the English language. NGs want to organise the competitions in their own languages first. The idea is that the IB will help with national rounds, through time having them developing and complying to the quality standards.

**SS:** We also have a coaching system for Academic Competitions already, and we want to improve the case database. We also want to help NGs and LGs to find names of international experts to participate.

**Czech Republic:** So it's necessary for the National Rounds to be changed to Regional Rounds.

**MV:** It would be unfeasible. We can't take the National Rounds and projects from NGs so we can organise regional rounds. For us to organise regional rounds of the ENC we would add even more rounds to an already fully-booked second semester.

**ELSA Germany:** Is there going to be an actual proposal regarding support for NGs on national rounds?

**SS:** We already have this responsibility in the Decision Book. In practice, we have a coaching system that fulfils it already, so no new support initiatives will be proposed.

**ELSA Germany:** But how can we ensure the coaching system works right now?

**SS:** We're talking about the part of the EIT under an IB member's responsibility, with constant calls with the Network to help different NGs with their specific needs. However, the NGs don't always answer our contact attempts or come to us for help when needed.

**FAL:** We also provide cases, rules and tailored support for each NG, so it just needs to be further developed.

**SS:** In ELSA Germany you have more experience organising competitions, so this may not be impactful for your group, but for other countries it helps a lot.

*FAL proceeds on making the Flagship creating process harder.*

**C:** Any comments?

**ELSA Sweden:** I think these three points we discussed previously, and we think defining a Flagship is hard, the Network is divided in this regard. We agree on the necessity of objective criteria, also elongating the time frame of the process to more than a year.

**SM:** I want to underline the necessity of these two points. We need to think that Flagships are the projects that we offer to our members in the beginning of the term, ensuring that these will happen (regardless of not having a set date for the event yet) because of how well established they are. Also, from IBs perspective, there's an importance in this regarding the presentation of ELSA to potential partners. It's important for partners and in terms of HR for LGs.

**C:** Any other questions?

*No further comments made.*

*FAL proceeds and goes to final remarks.*

*ELSA International closes the workshop at 15:41.*

10:00 – 13:00

## **Social Responsibility: Just do it (Group 1)**

Participants' list:

Francisco Arga e Lima (FAL)  
Federica Paolucci (Chair) (FP)  
Nea Nurmela (Chair) (NN)  
Conrad Alroe (Secretary) (CA)  
Ekaterina Kasyanova-Kühl (Secretary) (EKK)  
Leia Hindricq  
Alen Šukurica  
Norman Aasma

ELSA International  
ELSA International Team  
ELSA International Team  
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ELSA International Team  
ELSA Belgium  
ELSA Croatia  
[...]

Ana Koiava	[...]
Giorgos Kitis	ELSA Greece
Tomas Kačiukevičius	ELSA Lithuania
Anne Duizer	ELSA the Netherlands
Jeroen Schildering	ELSA the Netherlands
jean Mattijsen	[...]
Aleksandra Walach	ELSA Poland
Gabriela Hajduk	ELSA Poland
Kaja Niewęgłowska	ELSA Poland
Bărbieru Ioana	[...]
Pilar Salvador García	ELSA Spain
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Dario Schönbachler	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 11:30.*

**FAL:** Welcome participants, we will now begin speaking about Social Responsibility.

*FAL and SS begin the presentation about Social Responsibility.*

**C:** I will now open the floor to questions.

**ELSA UK:** As there are not many questions, could we talk about flagships in the Social Responsibility area?

**ELSA Switzerland:** The main thing we need to keep in mind is that there are many avenues; however, with SR we can do more than simply SR as a topic. What I mean is, if we can find an SR project while pursuing the goals, it also might help with recruitment. It is great to pursue both aims.

**FAL:** That makes sense. Who is joining ELSA now? People interested in AA, competitions, and international community. Right now, we do not have many people involved who are interested in SR issues. They have a different perspective, and this would attract them as a way of diversifying people's interests and our membership.

**ELSA Spain:** Could ELSA Switzerland give a concrete example of an SR project? Since there are already pro-bono societies, I do not understand what we would bring that is unique.

**ELSA Switzerland:** I have found something that we shouldn't pursue. We should avoid things that move us away from being a law-focused society. SR is a noble pursuit but it may not be appropriate for law students and the people we want to attract.

**ELSA UK:** I agree. The focus should be on things that are relevant for law students and we should not use the areas to do completely unrelated things. What if we started a blog and maybe have more collaboration with lawyers so that people can ask legal questions? Perhaps this could be beneficial for our members as well.

**ELSA Lithuania:** Synergy will be an online blog in the future, so this will fill that role.

**SS:** I don't think that SR should have a set topic nationally as there are different issues for different places, so I do not recommend we set a topic at this early stage. We have many “rule of law” campaigns, and so we do not want to create too much overlap.

*FAL and SS continue the presentation about Social Responsibility.*

**C:** I see no more questions; I close the workshop.

*Chair closes the Workshop at 12:09.*

16:00 – 17:30

## **Social Responsibility: Just do it (Group 2)**

Participants' list:

Francisco Argáez Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Seljan Guluzade	ELSA Azerbaijan
Petar Stoilov	ELSA Bulgaria
Remina Aleksieva	[...]
Jakub Sýkora	ELSA Czech Republic
Tereza Krejčová	ELSA Czech Republic
Patrik Fráňa	[...]
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Iina Rynnänen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Giorgia Noviello	ELSA Italy
Valentina Milone	ELSA Italy
Lejla Zubaca	ELSA Norway
José Miguel Fialho	ELSA Portugal
Sílvia Castilho	ELSA Portugal
Bárbara Ferraz	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden

*ELSA International opens the workshop at 16:02.*

*SS begins the presentation.*

*FAL presents IBs proposal.*

**C:** Are there any comments?

**ELSA Croatia:** I'm very supportive of the concept, but thinking from an LGs perspective, I'm not sure the Officers would understand this concept, from personal past experiences. We would need the right coaching.

**SS:** I totally agree, but this is happening with every new project. If we start new projects they (LGs) will need support and we will give it, making a transition period and continuing coaching on the implementation.

**FAL:** We discussed this last year and said no, but now it's different. We are already looking at the idea with different eyes. This shows that things take time. We want to start on an international level, to assist Nationals and then these can help LGs. It will take time, going year by year. A year ago, we couldn't discuss this for example, and now we can.

**SS:** Besides that, the Groups are doing these types of initiatives already, they just don't know they're on social responsibility.

*SS proceeds with the presentation.*

**C:** Any comments?

**ELSA Finland:** I'm really supportive of this new area, but when deciding on future projects, we need to remember we are not a Human Rights NGO, but a students' association. We should focus on doing projects targeted for them (students), to help them become better people. I don't see ELSA lobbying any issues or projects outside educating and encouraging students. We are so big of a Network that issues in each country vary a lot, so there can't be joined projects that fit for everyone. Of course, NGs can have their own projects, but we need to remember we are a students' association. We are not aimed at governments or NGOs.

**SS:** You touched on an important point. Besides ROLE, we can have other ways to implement social responsibility, like legal clinics that are being done in some of our Groups. You can educate people and help society at the same time. I want to encourage the Network to involve their students in society.

**FAL:** It's important to note that ELSA is a students' association but also an NGO. Of course lobbying is not something that we can or should do, but being socially responsible doesn't necessarily involve lobbying, as we can see with ROLE and AHRC. These types of projects are of course implemented as each NGs seems fit, and we won't force projects on a national level that don't work for that specific NG.

**ELSA Finland:** ROLE is a Flagship of Finland, we really like it. About legal clinics, they are an amazing project, and if this area is implemented we will implement it also in Finland, but on the NGO comment, we always need to remember we are a student-focused association.

**ELSA Czech Republic:** We would like to add that we don't feel Social Responsibility should be the responsibility of just one person but should be transversal to all Areas.

**FAL:** We had that model before, for example for IFP and Human Rights. But again, history shows that having one person focused on this is more efficient. If we have multiple people responsible for a task, then none are, in practice, responsible. Also, it makes more sense structurally, because if we follow your

suggestion, we will have IB members working on social responsibility without it having contact with their other responsibilities.

**SS:** It's important to have clear responsibilities to each Area. Having one person responsible for Social Responsibility makes Board and project management more efficient. In previous years, we saw how even when having many Areas involved, one person always comes on top, being, in practice, in charge of social responsibility.

**ELSA Bulgaria:** If we are doing more Social Responsibility projects, won't it affect the time slots for other projects? Will we have enough time for everything?

**FAL:** If we have one area focused on social responsibility, this person won't have to juggle projects and will be able to focus on just these activities. There won't be a workload problem, since it will free other areas. This is what we discussed in yesterday's workshop.

**ELSA Czech Republic:** How would you solve the problem of a country that creates a position for this and cannot have an even number of people on the Board?

**FAL:** I've experienced this problem in my previous national position with the creation of VP MCC and VP HR. This framework needs to be evaluated for each country. There are many ways of solving these legal issues that should be taken into consideration on a case-by-case scenario. NGs can create different work positions, but there are other ways to solve the problem.

*FAL presents concluding remarks.*

*ELSA International closes the workshop at 16:44.*

18:00 - 19:00

## Summary

Participants' list:

Francisco Argal e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Petar Stoilov	ELSA Bulgaria
Alen Šukurica	ELSA Croatia
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Tereza Krejčová	ELSA Czech Republic
Patrik Fráňa	[...]
Laura Merisaari	ELSA Finland

Mikko Laitinen	ELSA Finland
Iina Ryyänen	ELSA Finland
Katharina Faber	ELSA Germany
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Giorgia Noviello	ELSA Italy
Andrea Signori	ELSA Italy
Tomas Kačiukevičius	ELSA Lithuania
Jean Mattijsen	[...]
Aleksandra Walach	ELSA Poland
Kaja Niewęgłowska	ELSA Poland
Sílvia Castilho	ELSA Portugal
Bárbara Ferraz	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Bărbieru Ioana	[...]
Pilar Salvador García	ELSA Spain
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 18:01.*

*FAL begins the summary.*

**C:** Any comments on the workshops?

**ELSA Czech Republic:** I have a question on ENC. Do you have ideas on what the support of the IB for NGs would look like? Also, regarding the workload on new VPMCCs.

**SS:** We already have a coaching system for AA as a whole, and also for MCC. This system within EIT will be maintained and shouldn't increase workload on the VP.

**FAL:** All the materials produced to support NGs will keep being produced as well, and the coaching system will keep existing.

**ELSA Czech Republic:** Regarding Social Responsibility (the implementation of the new area), since it's not mandatory for every country to implement, how would this affect the division of ICM workshops and the attendance?

**FAL:** From August 1st the problem will already exist, because we will have the VPC, and in countries with just VP AA, the person will have to accumulate these functions. We need time to adapt to this new structure,

and, as always happens in the meetings, it may cause some confusion in the beginning, but it will be clarified with time. Having Board members attending workshops which are different from their areas is something that always happens. This friction is necessary in the beginning, but it will dissipate with time.

**ELSA Czech Republic:** As I understand, the VP AA in Czech Republic (we don't have VP MCC) will have to choose between three workshops to attend (SR, Competitions, and S&C). How will that work if the VP can't attend all three workshops?

**MV:** To clarify, keep in mind that the VP AA in your group can choose the workshops which are most important for him or her, depending on what he or she wants to focus on (social responsibility, competitions). Also, this problem can happen only between two workshops, never three (the third would be on S&C, being the area of a different VP). Moreover, just because the VP AA can't attend, doesn't mean other VPs can't fill in.

**ELSA UK:** Adding on, I'm thinking about what we gain from each workshop. On one hand, the informational point (how to do our jobs). Alongside, we have matters of decision-making as a concept. Besides this, it's about the experience, and, in case we miss something, we have the minutes. That's why we have minutes from the workshop, and if need be, we could also have a video recording, so I don't see why this would be a major issue.

**ELSA Czech Republic:** If there is a necessity to go to both workshops, can the VP AA attend?

**FAL:** It's the same problem to SR. The situation was created when we created the first board structure. We are creating the structure and this takes time, and we can't jeopardise the implementation merely because of workshops. This problem is not new, it came to be with the creation of the area for Competitions.

**MV:** Firstly, this concern will just arise next year with the creation of Competitions. Also, you can just focus on the workshops most important to you.

**SS:** In previous years, groups brought Directors and Assistants to help catch up on workshops, so that's an option, to find a replacement.

**FAL:** Also, IB has given opportunities to NGs to be updated on the ICM contents before and after the event, even if they don't attend. Therefore, incomplete Boards naturally don't get jeopardised in their opportunity to fully participate in the ICM.

**C:** Any more comments?

*No further comments.*

*FAL proceeds to the concluding remarks.*

*ELSA International closes the workshop at 18:22.*

Saturday, 5<sup>th</sup> February 2022

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10:00 – 11:30

## International Focus Programme: here we go again (Group 1)

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Conrad Alroe (Secretary) (CA)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Leia Hindricq	ELSA Belgium
Viktor Francq	ELSA Belgium
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Myrsini Karagianni	[...]
Tomas Kačiukevičius	ELSA Lithuania
Giulia Giardino	[...]
Jean Mattijsen	[...]
Aleksandra Walach	ELSA Poland
Kaja Niewęglowska	ELSA Poland
Bărbieru Ioana	[...]
Gherman Lavinia	[...]
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 10:02.*

*FAL and VB begin the presentation about the International Focus Programme and Human Rights.*

**C:** I would like to open the meeting for questions.

**ELSA Croatia:** Thank you for the presentation. I agree we need to continue separating advocacy from legal education. I see what you mean, but I believe there could be a conflict between Human Rights in extraordinary times and the annual IFP topic. I agree that Sports Law is a topic that could be interesting for the network.

**ELSA Belgium:** If the objective is to make clear the difference between Advocacy and Human Rights, then the first topic could create confusion and so this is a problem. I agree that Sports Law could be interesting, but are there enough resources available in the network to run it properly?

**VB:** When choosing topics for the IFP, it is important that there are a lot of options for the sub-topics; however, as with all of these areas, there is the possibility of overlap or pointless repetition of subject focuses that have been dealt with previously during other human rights programs or campaigns.

**FAL:** The IFP is meant to last a long time and so those topics on law and technology have longevity, whereas sport may not last for a longer duration or have a wide enough scope to allow for years of work and member engagement on potential sub-topics in the same way that the current IFP subject allows.

**ELSA Netherlands:** The AHRC and IFP are different enough; if Sports Law is an IFP topic and so there would create a greater delineation between the two projects, is this the correct interpretation?

**FAL:** The IFP topic will not conflict with the AHRC if the topic is sufficiently different; however, the choice of Sports Law may be too specific regardless of whether it overlaps.

**ELSA Switzerland:** I agree with the issues you have spoken about; however, Sports Law could be too narrow a topic to allow for three years of the IFP.

**ELSA Lithuania:** Sports Law is not as specific as people are saying here; there are many options for sub-topics and discussions surrounding anti-doping laws and a person's status as a refugee while representing a particular nation as a sports person. This gives it a wider range than most people are thinking, and so I believe that there is potential for it to be large enough to run as an IFP topic.

*VB continues the presentation about the International Focus Programme and Human Rights.*

**ELSA Belgium:** Regarding the topic of Labour Law in modern society, have you assessed the risk as to whether that is a potentially political topic that may conflict with the non-political stance of ELSA? In Belgium, it is quite a political topic, and so I could see some issues arising.

**VB:** This point was raised previously, and we determined that while it could be seen as political; however, we believed as an IB that it would not. Most things can be made political but we didn't see evidence that this particular topic was going to be inherently political.

**FAL:** Labour Law in general is not political, so while it could be made political, it doesn't seem to be an innate risk.

**ELSA Netherlands:** I like the Law & Gender Equality topic area as there is a big divide between the theory of the topic and the current law. Between the IFP and AHRC, is the goal for the IB to create a clear distinction between the two, or will they be connected?

**VB:** The aim is to have the IFP and the AHRC live a life on their own, and for them to have a degree of autonomy so that where overlap occurs, it does so organically and not by design. There are scenarios where there could be a connection between the two but this would be a coincidence.

**FAL:** The IFP is multi-year whereas the AHRC is annual, and so if there is an overlap, the AHRC suffers for that year, and this is an issue. However, it is only one year and so it won't be an ongoing problem.

**ELSA Netherlands:** The current issue in our mind is that there is not currently a clear enough division between the IFP and AHRC, and this has led our Dutch members to be confused about which program is which.

**VB:** Regarding confusion between members: this is normal. Changes are recent and so this is not unique. The AHRC and IFP will change at the end of our terms, and so this is a chance to create a difference and separate the two. They can have overlap but they do not need to.

**ELSA Croatia:** Regarding the two topics, Labour Law and Law and Gender Equality, I do not know if Labour Law is broad enough for three years. I see the issue of overlap between the IFP and the AHRC, and although there is a broad desire for human rights issues in the membership, I am not sure if the IFP topic

of Human Rights in extraordinary times is the right choice for a three-year programme because of the overlap.

**ELSA Netherlands:** Labour law in modern society is a rather broad topic, I don't think we will have a problem finding topics for a three-year programme.

**ELSA United Kingdom:** Regarding Law & Gender Equality: this could also be political, but like advocacy, this can be carefully managed by the IB to avoid pitfalls or conflicts with ELSA's core principles.

*VB continues the presentation about the International Focus Programme and Human Rights.*

**ELSA Belgium:** These subjects, Migration Law & Citizenship and International Trade & Transport, are the best two topics you have so far presented. These subjects are very current and are extremely important for our members given how useful they will be in the future.

**ELSA Switzerland:** I fully agree with ELSA Belgium, these are the best subjects presented so far. Migration Law is not a super broad topic but I see that there is great scope for it to be the three-year IFP. As for Trade and Transport, it could be broadened to include national trade and transport law and not just international law.

**ELSA Croatia:** The Migration Law and Citizenship was the 2016 ELSA Day and I found it interesting, and so did our membership. I do not think there will be a lack of engagement. There are, however, some human rights overlap. However, it's broad enough and engaging enough to have a life of its own.

**ELSA Belgium:** The reason I believe there is a political position in Labour Law is due to the future changes which are inherently political topics because they relate to the national legislature.

**ELSA Switzerland:** The political problem is one shared by all subjects ultimately, but this issue can be avoided if managed correctly and the NBs and LBs are informed.

**FAL:** We had an IFP on Trade Law in 2002, when JHJMCC was created. This is not a detraction; this is just so that you know it has been done before.

**ELSA Switzerland:** Is 2002 close enough for there to be a repetition of the topic?

**FAL:** I am not saying there is a repetition. I have just shared the information for you to know.

**ELSA United Kingdom:** Migration law is also a repetition but the overlap of members is going to be very low given that it was 6 years ago, and students often are gone in a shorter period of time. Also, like the political issue, most of these subjects also are inherently concerning human rights if approached from that angle.

**FAL:** We should all read the historical minutes so that we know what has happened in previous years. This is an important activity that is not taken seriously enough.

*VB continues the presentation about the International Focus Programme and Human Rights.*

**ELSA Belgium:** Regarding the topics of Family Law and Law and Sustainability: the weakest aspect is that many of the law schools in Europe have family law as a compulsory subject and thus most students have covered it somewhat during the course of their studies. That could lead to lower engagement from the members. The Law and Sustainability subject has huge scope due to recent developments, and it also links somewhat with trade and transport.

**ELSA United Kingdom:** I would like to add regarding Law and Sustainability: we do this locally and it has quite weak engagement.

**ELSA Croatia:** I wanted to agree with ELSA Belgium, I see the particular issue regarding sub-topics; however, the subjects of Family Law and Law and Sustainability are quite interesting and can cover all the points required for an IFP topic.

*VB continues the presentation about the International Focus Programme and Human Rights.*

**ELSA Belgium:** As to the topic of Law & Culture and Law & Economy: they are somewhat interesting but I do not think they are not more interesting than the previous topics listed, and much of the Law and Sustainability subject could cover the Energy Law.

**ELSA Croatia:** The topics of Law & Culture and Law & Economy are quite broad and there is scope for interesting things to be done, and I also think there isn't a problem with doing Energy Law again despite the overlap.

**ELSA Poland:** We do not have to choose between Law and Sustainability and Law and Energy as we could combine the topics and remove the distinction.

**VB:** The goal is to shortlist the topics and get it down to four from this group.

**ELSA Belgium:** I agree with ELSA Poland. Is there a way to combine Law and Sustainability and Law and Energy; what is the position of the IB?

**FAL:** Our position is the following: one easy way is just to have Law and Sustainability to cover both, then adding Energy Law as a sub-topic.

**ELSA Poland:** We don't know at this point, but maybe it can be discussed further and perhaps brainstormed.

**VB:** This is not the final topic list, there is still time to discuss.

**ELSA Poland:** I would like to propose Law & Culture as an IFP topic. Our idea on this is to begin in the first year with a focus on UNESCO: theft of stolen artefacts, for instance; and then in the second year: from society's relationship to law and how legal systems develop the cultural sector; then, in the third and final year: the law dealing with media and entertainment.

**ELSA United Kingdom:** When we pick these topics, we need to use these subjects to target diversity and inclusion and expand our membership base.

*VB runs a live poll on the subjects listed in order to short-list the subjects.*

*The top four topics were: Law and Sustainability, Migration Law and Citizenship, Energy Law and International Trade and Transport.*

*VB makes concluding remarks*

*Chair closes the Workshop at 11:24.*

14:30 – 16:00

## International Focus Programme: here we go again (Group 2)

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
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Tereza Krejčová	ELSA Czech Republic
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Iina Ryyänen	ELSA Finland
Lena Dimmling	ELSA Germany
Marika Francescapia Casula	ELSA Italy
Emanuela Rassu	ELSA Italy
Giorgia Noviello	ELSA Italy
José Miguel Fialho	ELSA Portugal
Sílvia Castilho	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Linnea Regnell	ELSA Sweden
Erika Duhlbo	ELSA Sweden

*ELSA International opens the workshop at 14:33.*

*VB begins the presentation.*

**C:** Questions so far?

*No comments.*

*VB continues on the IFP's future.*

**C:** Comments on the first topic (Human Rights)?

*No comments.*

**C:** And in the second (Sports Law)?

**ELSA Germany:** I would like to comment on the first one. We are trying to have more of an educational point in the IFP, if we are starting to talk about the Human Rights topic in the IFP, we will shift it towards the social responsibility theme, so Human Rights is perhaps not the topic that needs to be discussed in the IFP.

*VB resumes the presentation.*

**C:** Questions or comments on the first topic (Labour Law in Modern Society)?

**ELSA Finland:** I agree with the IB on the negatives of Labour Law, it is not a topic that can last for three years.

**ELSA Finland:** I don't fully agree. Labour Law is always changing, so there's always added value in this topic.

**ELSA Italy:** The main problem is that it is not such a hot legal topic, which is the mission of the IFP. And on everything else, I agree with the IB.

**C:** And on the second (Law & Gender Equality)?

**ELSA Czech Republic:** I find an advantage in this topic, not only legal but also moral and ethical. But it might be hard to organise in some countries.

**FAL:** I agree. The question to you is whether this theme is better pursued by the IFP (academic approach), an advocacy campaign (social responsibility approach) or both?

**VB:** When you see a topic it is also important to ask whether you want to change something about this topic or learn about it, or both.

**ELSA Finland:** This is more of an advocacy related topic. It is closer related to social responsibility.

**ELSA Germany:** These two topics are good examples of the directions in which we can go, but people might not have enough interest to follow the topic for so long. Then, perhaps we need to think about the IFP being less than three years?

**VB:** To add on this, remember there's nothing stated anywhere that the topic needs to be kept for three years, just for one. So we can keep it for less or more than three, so comment on how long you see a specific topic lasting.

**FAL:** Even if we can agree that Labour Law can be too long to be discussed for three years, when you comment, feel free to mention which topic would have what preferred duration.

*VB and FAL proceed.*

**C:** Questions or comments on the topic of Migration Law & Citizenship?

**ELSA Czech Republic:** I don't necessarily think that affecting different countries of the Network needs to be taken into consideration, ELSA International does not need to participate that much in the topic because this is mostly tackled by National Groups.

**VB:** I tend to disagree. The goal would be to talk about the same issues in different countries. Also, I don't agree that the international level is not involved, because the idea is to have a final IFP report compiling all achievements in the Network.

**FAL:** It would be difficult to implement a topic that is not interesting for the locals, that is what we had in mind when we came up with these two topics.

**ELSA Finland:** I don't think there's any legal topic that's equally interesting for all 44 countries of the Network. We can't limit ourselves because of that.

**ELSA Italy:** I would like to comment on both. The problem is the same as before, one topic is more in line with Advocacy and the other side is more education based. I think we need to have a topic that is the middle ground between the two sides. It shall also make us prepared for our professional lives as well as student lives.

**C:** And on International Trade and Transport?

**ELSA Czech Republic:** I would say this theme can open a door for cooperation of NGs since it doesn't just affect internal law. Also, the time since the repetition of the topic doesn't matter.

**FAL:** This last point was just for info, not an argument.

**ELSA Finland:** IB presented that the topic is narrow, and I disagree because there are so many elements to it which enable locals to participate on a variety of levels.

*VB continues with the presentation.*

**C:** Comments on Family Law?

**ELSA Finland:** I agree with the IB's point. Family Law can be very different in each country, and I don't think we can have any added value to use it on the international level.

**ELSA Czech Republic:** We think this theme would work well for two years, and the differences wouldn't be a problem.

**ELSA Germany:** I don't think that the difference is a bad thing, there is a big potential of the project from the comparative point of view. Moreover, it is not as outdated as it was claimed, there are a lot of timely issues that are connected with Family Law.

**C:** And on Law and Sustainability?

**ELSA Finland:** We discussed this with our Board. It wouldn't be a good theme for the IFP. It can go under advocacy, and in Northern Europe we work too much with this topic, so there's no added value for us. We wouldn't be able to bring participants in, they wouldn't find it interesting.

**ELSA Finland:** I don't think anywhere in our Network this topic will last for three years, at least without going into environmental law, which has already been done.

**ELSA Italy:** We basically changed the name because we felt it was difficult to explain. Speaking about sustainability I am pleased to hear that in the Northern countries it has already been spoken about, but in many universities in other countries this topic is not discussed that much.

**ELSA Finland:** Precisely because it's a major topic nowadays and spoken about everywhere, we don't see ELSA giving any more to the discussion.

**ELSA Germany:** I agree with ELSA Italy. This theme is discussed a lot on a social level, but not from a legal perspective, and we could bring value in this sense. We should take more responsibility on this topic. And I feel that a lot of people, even in my country, do not know about this.

**ELSA Czech Republic:** We could cut off some countries because the topic is so developed and it was also a topic of the IFP. Some countries would not be able or interested to participate in this topic.

**FAL:** I agree that the environment is very strong in Northern countries, but let's remember the last IFP was on environmental law, which is not as broad as Law and Sustainability. If it was just environment, I agree it wouldn't be feasible, but considering recent developments on the sustainability theme, we consider there's not that much overlap. We can go for circular economy, for example. Recently we have had the COP as well as the World Forum of Democracy organised by the Council of Europe on these topics. It's not because some countries are more developed in this matter that the theme is not interesting for others. That is contradictory with the argument you used for Migration Law & Citizenship.

**ELSA Germany:** I think that different levels of development among NGs can add more value to the topic, it might promote the dialogue among the students and the NGs in general.

**ELSA Italy:** Sustainability taking ESG factors into consideration does not mean only environmental sustainability but also social and governance sustainability, and for this reason there are many possibilities of development. Thanks to a good sharing of informative materials, it is possible to avoid that this topic is a repetition of Environmental Law.

**ELSA Czech Republic:** I think that excluding environmental law would make the topic too narrow and too difficult. It would also prove difficult not to slide into the environmental law.

*VB continues with the presentation.*

**C:** Any comments or questions on Law & Culture?

**ELSA Czech Republic:** It can be a topic of difficult approach by ELSA at an international level. I speak from my college experience on this theme.

**ELSA Italy:** Law and Culture is a very interesting topic, and as Family Law, it could be seen in a comparative perspective. When we were working on this topic, we thought that we can also work on it from a European point of view, comparing constitutions etc.

**ELSA Czech Republic:** Adding to what I said before: also from my courses, it usually had a lot to do with politics, which could be dangerous.

**C:** Are there any comments or questions on Law & Economy?

**ELSA Czech:** I believe the topic is too wide and can be mixed up with other S&C themes and projects.

**ELSA Finland:** This is really too wide. We can discuss it for 10 years and still not come up with anything. I think the topic needs to be somewhat more narrow.

**C:** Questions or comments on Energy Law?

**ELSA Finland:** The real problem with this topic is to find speakers, I am not sure it can be done through all three years in all countries, because there are not so many professionals in the area despite the topic being hot.

**ELSA Czech Republic:** I want to say this is the topic for our National Conference, and by organising it, we can't see how this topic can last for more than a year.

**ELSA Bulgaria:** I like this topic the most. It's the best one for us for these three years. It can connect many different areas (different state policies) and can be analysed from many different points of view.

*VB proceeds to ask participants to rank the topics in an open poll.*

1	International Trade & Transport
2	Law and Sustainability
3	Migration Law & Citizenship
4	Human Rights in extraordinary times
5	Law & Culture
6	Law & Economy
7	Sports Law
8	Labour Law in modern society
9	Energy Law
10	Law & Gender Equality (tie)
10	Family Law (tie)

**ELSA Czech Republic:** How did the voting go in the first group?

**FAL:** The first was Law & Sustainability, then Migration Law, third place was taken by Energy Law, and the fourth place was given to International Trade & Transport. There is not much sense in mentioning further than the first four places. We will discuss this more during the summary.

*FAL makes concluding remarks.*

*ELSA International closes the workshop at 15:42.*

11:30 – 13:00

## **Rebranding: Let's work (Group 1)**

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Conrad Alroe (Secretary) (CA)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Dinu Rusu (DR)	External Consultant
Leia Hindricq	ELSA Belgium
Gao Xing	ELSA Belgium
Viktor Francq	ELSA Belgium
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Dag Kirin	[...]
Rovin Raie	[...]
Tomas Kačiukevičius	ELSA Lithuania
Jeroen Schildering	ELSA the Netherlands
Miriam Rezaeian	[...]
Julia Zybert	ELSA Poland
Bărbieru Ioana	[...]
Basil Schaller	ELSA Switzerland
Yuri van Steenwijk	ELSA Switzerland
Yuliya Kostiv	ELSA Ukraine
Pauline Amice	ELSA United Kingdom
Edwin Morris John	ELSA United Kingdom

*ELSA International opens the workshop at 11:32.*

*TM starts the presentation on rebranding.*

*DR continues the presentation.*

**C:** I would like to open the floor to questions now.

**ELSA Belgium:** As I understood, the idea is to not completely rebrand ELSA's identity but rather to update it. What you put in the second mood board corresponds better with what the majority of the members want, even if we are seen differently from the outside. I love this idea; it is a reflection of the ELSA spirit and its development.

**ELSA Poland:** I have a question. To be honest, ELSA Poland is not a fan of ~~the~~ rebranding as it is expensive. Do you plan on supporting poorer local and National Groups through the rebranding process, regarding the cost of the change and purchasing of new materials?

**TM:** We have already discussed it during the ICM and we sent an email through the mailing list to let you all know that the process is complicated and requires knowledge management. But the changes are not going to be immediate; we are going to provide the guidelines and then discuss how to do it more cheaply. For example, how to reduce the costs of changing the roll-up, etc., which is not a complicated matter. You don't have to worry.

**FAL:** There will be a transition period. There have been a lot of warnings of the change and we will not simply drop it on you; there will be plenty of time between now and when the changes actually happen for you to adapt.

**ELSA Poland:** One more question: would there be a paragraph sign (§) in the new logo? I think it is an important element of our identity and the logo.

**TM:** I think it would be in it, it is our identifying element. We are also searching for a symbol that can make our design scalable.

**FAL:** This is precisely the purpose of this meeting. If there is something that you want to keep this is the time to tell us, so thank you for letting us know.

**DR:** I agree with the ideas of ELSA Poland. I believe that the paragraph symbol is a signature of the logo and should be retained in the future.

**ELSA Croatia:** I strongly agree with the mood board. From personal experience, there is the perception of the logo, and I think that ELSA reflects more than that. It is firstly the community that shares the same values and this element has been missing.

**ELSA United Kingdom:** Responding to ELSA Poland: in terms of marketing support, there is an opportunity for partnerships to be made in relation to local groups making the change without major financial impact.

**ELSA Lithuania:** My comment is regarding finances. For example, SME (small and medium-sized enterprises) fund to which ELSA can also apply; this fund might compensate approximately 75% of the costs. This is one of the options in order to have not only private funding.

**ELSA Belgium:** I want to respond to ELSA Poland: on the ELSA Belgium side, we approached our local groups regarding rebranding, and it was decided that there should be support from the national groups in purchasing materials in bulk in order to limit the financial impact of this. I am personally concerned that the rebranding discussion is too limited to the marketing area and should be broad in getting the word out to the different key areas.

**ELSA the Netherlands:** I would like to ask about the colours which was a huge discussion during the last ICM. What is your opinion or plan regarding the colours?

**TM:** At this point, we do not know what the colours will be as we are still at an early stage. We just want to hear what you think right now, and we can make decisions about colours later. The decision on orange is still 50/50 regarding support in the Network.

**DR:** Whatever changes are to be made, they will be made after the brand strategy is elaborated. It is not all about the logo and the fonts but the entire strategy and what we want to achieve through the rebranding.

**ELSA Belgium:** Thank you for the presentation. I have two questions. Firstly, related to the rebranding transition: how long will it take or how much time will you allocate for this to happen? The second question is for Dinu: what are the elements in our branding that make us appear old-school or too professional?

**TM:** Regarding the first question, the transition period would be one year; this is our current plan.

**DR:** Most of the marketers are doing a great job of making their promotions and materials more modern and reflective of the digitalisation of the network. The previous branding was built mostly for newspapers and books and in this form, it is not as appealing within the digital space; and this is where the ELSA's marketing is happening, so because of this, it needs to be remade and improved.

**TM:** I wanted to support what Dinu said, which is that the branding was created for printed materials. In an old article, it was stated that the logo was black because the materials were created on cheap brown paper that was part of the printing partnership that they had at the time.

**FAL:** And further to this, the printed materials lasted more than the 2000s, for example, Synergy. The materials were mostly printed and not adapted to the digital environment.

**ELSA Belgium:** Thank you. Yes, it's clear why now the logo was black. Do you have ideas for other elements? Do new fonts play a role? How about newer colours? Is the ELSA blue shade too dark? Are these the elements that you are thinking of changing?

**DR:** It is going to be an evolving process; but again, we need to develop the strategy first, so I would not say anything right now regarding changing the colours. It has no meaning in the current mood boards as the darker blue shades are not reflecting the potential changes.

**FAL:** For us to create a strategy, we need your feedback. ELSA Poland saying that the paragraph sign was important has been helpful but this process is about what you want; so please, tell us. That is the goal of this workshop.

**ELSA Switzerland:** Replying to FAL: for me, the identity of ELSA is not really a logo but the combination of blue and white.

**ELSA UK:** The orange and blue colour combination seems to have the brand of ELSA in my mind; however, rather than focusing on what ELSA means to us, let's think about the local members in terms of how they see ELSA. There is a lack of internationality in the branding currently and I think this is a big draw for us regarding new members. When recruiting new members, it wasn't clear to some people that we are a law society, and perhaps this could be shown more clearly in the materials.

**ELSA Belgium:** Our locals are not very fond of orange. The proposal of the red they appreciated much more. I am more fond of Garamond font for certain purposes, e.g., communication and documents. The internationality of ELSA is also an important point. A lot of people join ELSA through law schools or training. Moreover, ELSA has an emphasis on soft skills. We look more serious from this standpoint since we give knowledge to our members that are going to use these skills in their professional area. By the end of your ELSA career, you end up with a lot of useful skills and a greater professional and personal network.

**ELSA Poland:** Firstly, I slightly disagree with ELSA Belgium. ELSA Poland thinks that the abbreviation and lower statement is good to keep so that people know what the word "ELSA" means specifically. We also support the idea of the large new colour palette, in particular the red. Are there options for temporary colour schemes depending on the month; for example, a rainbow colour for pride month, etc.?

**TM:** With regard to the last part of the question: changing colours for pride month, etc., it would be a matter of strategy. We would need to have a stricter set of rules that would be followed. Because, for example, the current Brandbook is not binding.

**FAL:** I am happy that ELSA Poland reconsidered the red. Instead of us saying yes or no as an IB, we wanted to know whether the temporary colour patterns are something that the network would like.

**ELSA Poland:** In our opinion, the colour logos for the pride month could be a good idea.

**ELSA Belgium:** We have limited advantage now given the variations we are currently allowed; however, in the future, there could be more variations to allow for more focused engagement depending on the circumstances.

**TM:** Thank you for your feedback, and I also want to thank Dinu for attending the workshop.

**FAL:** Thank you so much for the feedback. This discussion was not about the new logo or new brand, but rather to discuss the ideas and feedback and involve Dinu in the discussion.

*ELSA International closes the workshop at 12:24.*

16:00 – 17:30

## Rebranding: Let's work (Group 2)

Participants' list:

Francisco Argá e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Tarcísio M. Pickler (Secretary) (TP)	ELSA International Team
Ekaterina Kasyanova-Kühl (Secretary) (EKK)	ELSA International Team
Eva Šimková	ELSA Czech Republic
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Veronika Pošmurná	[...]
Mikko Laitinen	ELSA Finland
Iina Ryyänen	ELSA Finland
Iina Sallinen	ELSA Finland
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Maria Francesca Zaccara	ELSA Italy
Valentina Milone	ELSA Italy
Alessandro Gentili	ELSA Italy
Katrina Cini	[...]
José Miguel Fialho	ELSA Portugal
Sílvia Castilho	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Kajsa Elwhagen	ELSA Sweden

*ELSA International opens the workshop at 16:02.*

*TM and FAL start the presentation.*

**FAL:** For the Q&A, tell us what is important to you in the brand.

**C:** Any comments?

**ELSA Italy:** How did you create the two mood boards that you have presented? You have mentioned that it was an external view, so how was the data collected: was there a market research or so?

**TM:** Me and Tomas created a brief, and the external created the mood board.

**FAL:** Basically, we have prepared the report on the elements, and then they have looked at all of it and shared with us the external view on ELSA.

**ELSA Italy:** Have you thought of doing a market research?

**TM:** Our market research is represented by the two years of research, during which your predecessors have been joining the open calls with us, ICM discussions were held, etc. I have excessive notes on this data, and this has been all taken into consideration while creating the mood board.

**ELSA Italy:** Just to conclude, I was referring to the first mood board. Have you considered all our stakeholders? I believe we need to do market research with our partners, not only our members, because as members, we can have a biased view on the Association.

**TM:** There was a market research like that last year. And as you can remember, there was a questionnaire for both ELSA members and non-members.

**ELSA Czech Republic:** After discussion with our Board, we believe these colours are very modern (blue and orange) and unique, so we believe they should be kept. Regarding the symbol, it should be regulated that we can use the ELSA symbol without the “European Law Students’ Association” under it.

**TM:** I can assure you that if this process is going to go through, it is the perfect moment for us to rebrand, since we can all agree that right now it is not the best. It is a great start for us to create something new.

**FAL:** A question for the ELSA Czech Republic’s Network. I understand you want to keep blue and orange, but did you talk about possible new colours within your Board?

**ELSA Czech Republic:** Yes, we discussed other colours and also, the effect that new colours might have on the countries and other associations.

**ELSA Italy:** I have two comments regarding the strategy. The first is if you want to have a proposal by the next ICM. The second question: are you intending to include the financial issue into the strategy, how would it affect the local boards, and would it sustain the reform somehow?

**TM:** To the first question the answer is yes. For the second, if the project is approved, we are discussing financial strategies to make the process as cheap as possible. We're working on making the process as efficient as possible.

**FAL:** We have been discussing rebranding for two years, it is not something new. We have also sent the emails, warning the entire Network. The idea is also to have a transition period. We are not going to drop a bomb and leave you with a new brand. The idea is to help you through the transition period, we are going to provide the support, guidelines, etc.

**ELSA Czech Republic:** I want to know if there will be a preview presentation of this proposal so we can discuss it with our locals to reach a conclusion before the next ICM.

**TM:** The answer is simply yes, there will be. We are trying to move as fast as possible.

**FAL:** It will happen. Your feedback is important for the discussion. We want the proposal to pass, and for that we need you and your approval.

**TM:** And also the point of the workshop is to get your feedback, so when we start designing we can take your feedback into consideration for the proposal to be adopted and for you not to have too much of a shock.

**ELSA Sweden:** As discussed in the last ICM, we want to keep the colours, not the exact tones necessarily.

**ELSA Italy:** If I understood correctly, we will discuss new proposals in the ICM on branding. When you're thinking of discussing it there? As Tony says, all the discussions happened during the ISM and ITM, and during the Marketing workshops. And I was curious whether it is going to be the same?

**TM:** We will assign a workshop in the ICM to discuss this.

**FAL:** You also need to talk to your Network. It is similar to the Board Reform. We want to discuss it earlier on, to not just do it during the ICM.

**ELSA Italy:** I appreciate the thought of giving us the materials beforehand. My only doubt is that I was thinking this type of reform is too important to discuss only on area workshops. Maybe we should organise a joint workshop, maybe with BEE. A joint workshop would bring together more delegates from the same Boards and have different opinions.

**TM:** We will plan this workshop accordingly. We cannot make the joint workshops that large. The idea is for you to discuss this with your Network, so that your positions do not vary according to the delegate speaking.

**FAL:** Here, right now, we have representatives of the whole Network, and for this moment we would like to hear your wishes for the ELSA brand.

**ELSA Czech Republic:** There are font concerns, so we encourage you to take into consideration these issues. A suggestion regarding the logo, from my perspective, the text that describes the abbreviation is important to be kept, because ELSA is also associated with a name, for example.

**ELSA Czech Republic:** Considering logo, would exceptions (such as those to France) apply?

**TM:** We will have those into consideration.

**ELSA Sweden:** I have two comments. Firstly, I wouldn't want the logo to be too modern. I know it's important to keep up with the times, but I want our logo to be genuine and unique. Secondly, regarding other projects, we had internal discussions, and we want them to keep being easily distinguishable from each other. We can't have a generalist scheme.

**ELSA Italy:** One last suggestion regarding the strategy, for us it is important. If we have to have the materials through March, I want to suggest not just to present the logo, fonts, and palette, but also present us with the printed examples and alike. If you want to go with big changes in that timeline, we need as much information as possible.

**TM:** The entire process is just updating, we will still have more or less the same elements, so it would not be like changing 180 degrees. This time it is only an update and not making the entirely new thing.

**FAL:** We will provide mockups and all materials, but rest assured, it will not be the same proposal from last ICM. We considered your input. We won't reinvent new colours. We will keep blue and orange. The text on the logo is to be kept but to be changed, since it's made to be put on paper. The scalability is a bit difficult to read (even on these pptx). The changes won't be as drastic as before, rest assured.

**ELSA Czech Republic:** Would it be possible to provide us with the pdf updates every two weeks, so that the Marketeers can show something concrete to other people and not just share their feelings. Would it be possible to include a step by step programme in the pdf, so we can see different versions of the logo and see what's best, to see different opinions?

**TM:** We are creating the strategy, implying all the things we shall do to update the brand. This can be disclosed to you as a first thing we provide you with. Weekly updates are rather pointless. The fact is that it may be best to show the strategy, and then have the visions shown.

**FAL:** When you have the strategy, there's a couple options and you can decide based on taste.

**TM:** Technically speaking, it would be the thing we all want.

**ELSA Italy:** How are you planning to present the reforms in terms of Brandbook? Are you planning to present a whole new Brandbook and we are going to vote on each of the blocks separately or as a whole?

**TM:** I want to update the brandbook before the ICM with all the provisions of the Decision book and put all the projects we have until now. We will then see if the rebranding is approved, and if so there will be a new document with new ways of application, comparable to what most brands actually use. I will bring updates on the new structure and we can decide in the ICM.

**FAL:** What are we going to do to help the locals to implement? Preparing the style book and guidelines is to help you to implement the change.

**ELSA Italy:** I would like to ask about the fonts: would Garamond be used for the emails, documents? Right now this could be difficult for us.

**TM:** If we wish to proceed with the new brand, it would apply a more thorough guideline, and it might contain different fonts for different publications. ELSA in the past (see marketing handbook 2012), had Helvetica and Arial. We had both of them despite them being similar because Helvetica is preinstalled on Mac and Arial was the exact same for Windows. This also needs to be taken into consideration. But now surely, with the internet and availability of fonts online, this is not so much of an issue.

**ELSA Italy:** I don't know if I understand correctly. You are saying, regarding the font, that your proposal will indicate different types of fonts that could be similar to one principal font. That we can adapt in different programs. I have a question but I want to make sure I understand.

**TM:** To clarify, we are going to create a strategy which would mention these points (fonts for emails, etc.), but the proposal would be more on the general rebranding. We would like to make a fresh start by integrating all the rules into a single document and not having them scattered all around.

**ELSA Italy:** I'm thinking it could be a good idea to find a font that could be the same in different applications, to not have to be changed too much. The font needs to be recognisable. As a SecGen that can't see emails in font other than Garamond on gmail, this is my suggestion.

**TM:** What I can say, and my fellow Marketers would agree, if we follow this logic, then we are going to be stuck with 5-6 fonts that Gmail offers us. This issue is currently solved by having two main fonts: Lato that is used in many applications and Garamond that is used in large texts and communications, so I don't see it being an issue in the future.

**ELSA Italy:** One more thing about the logo, we would like to prefer that the main logo of our Association is not black but blue because it makes our association stand out as unique, it also underlines professionalism. We think we should maintain the same logo for the same reason.

**ELSA Germany:** If you are getting external help, why not get it from somebody totally external and not the same person under a different name?

**TM:** This comment is false. I am working in an international digital marketing agency, unrelated to our rebranding partner. The contact with ADD+ was established by my director, Dragos.

**FAL:** It is precisely because we have not only internal, but also an external perspective, that we are changing our position regarding the rebranding. If it was the same person working on it, it would make absolutely no sense for us to change our idea from a total restructure to an update of the current logo.

**ELSA Germany:** Could you give more information on the company? I couldn't find it online.

**ELSA Finland:** Could you please clarify on the point through which we are currently going? You told us that we are going to rebrand, but you have not presented us any concrete ideas. What is going to happen next?

**TM:** We are at the initial feedback point according to the timeline. The idea now is to have your inputs, before creating a proposal. How do you perceive and what you want to remain in the future ELSA brand. It is about building a strategy based on your feedback. Strategy is based upon your wishes and the results of the 2-year research, and the brand would be based on the strategy, then we are supposedly going to be on the same page. This is the point of the workshop, so we can know your wishes.

**ELSA Germany:** I want to clarify that we are in favour of rebranding, however, we don't have a Marketeer and we would like more frequent updates on the rebranding until the ICM. They need to be more frequent.

*FAL and TM make concluding remarks.*

*ELSA International closes the workshop at 17:11.*

18:00 – 19:00

## Summary

Participants' list:

Francisco Arga e Lima (FAL)  
Federica Paolucci (Chair) (FP)  
Nea Nurmela (Chair) (NN)  
Ekaterina Kasyanova-Kühl (Secretary) (EKK)  
Tarcísio M. Pickler (Secretary) (TP)  
Leia Hindricq  
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Maria Francesca Zaccara  
Giorgia Novello  
Valentina Milone  
Katrina Cini  
Anne Duizer  
Filip Săftoiu  
Giulia Giardino  
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ELSA Belgium  
ELSA Belgium  
ELSA Belgium  
ELSA Croatia  
ELSA Czech Republic  
ELSA Finland  
ELSA Finland  
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ELSA Germany  
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ELSA Italy  
ELSA Italy  
ELSA Italy  
[...]  
ELSA the Netherlands  
ELSA the Netherlands  
[...]  
[...]  
[...]  
ELSA Poland

Aleksandra Walach  
Kaja Niewęglowska  
Julia Zybert  
Daria Kozłowska  
José Miguel Fialho  
Sílvia Castilho  
Bruna Barbosa  
Aydan Latifi  
Linnea Regnell  
Yuri van Steenwijk  
Pauline Amice  
Edwin Morris John

ELSA Poland  
ELSA Poland  
ELSA Poland  
ELSA Poland  
ELSA Portugal  
ELSA Portugal  
ELSA Portugal  
ELSA Sweden  
ELSA Sweden  
ELSA Switzerland  
ELSA United Kingdom  
ELSA United Kingdom

*ELSA International opens the workshop at 18:02.*

*FAL begins the presentation on the day's summary.*

**C:** Any questions or comments on the IFP workshop?

**ELSA Finland:** Some of the topics are intertwined with Human Rights and the Annual Human Rights Campaign and are not entirely suitable for the IFP. I think there should be a clearer separation.

*FAL proceeds with a joined "slide" voting on the preferred topics for the IFP.*

1	International Trade & Transport
2	Migration Law (Citizenship)
3	Law & Culture
4	Law and Sustainability
5	Law & Economy (tie)
5	Energy Law (tie)
7	Labour Law in Modern Society
8	Law & Gender Equality
9	Sports Law
10	Human Rights in extraordinary times
11	Family Law

*FAL proceeds to conclude the summary.*

*ELSA International closes the workshop at 18:18.*

Sunday, 6th February 2022

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10:00 – 11:30

## Financial Strategy: what we have so far

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
Federica Paolucci (Chair) (FP)	ELSA International Team
Nea Nurmela (Chair) (NN)	ELSA International Team
Conrad Alroe (Secretary) (CA)	ELSA International Team
Leia Hindricq	ELSA Belgium
Viktor Francq	ELSA Belgium
Petar Stoilov	ELSA Bulgaria
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Katharina Faber	ELSA Germany
Carolyn Soosaar	[...]
Maria Francesca Zaccara	ELSA Italy
Andrea Signori	ELSA Italy
Alice Eraclei	[...]
Anne Duizer	ELSA the Netherlands
Anna Rizzo	[...]
Bruna Barbosa	ELSA Portugal
Aydan Latifi	ELSA Sweden
Anna Mattsson	[...]
Yuri van Steenwijk	ELSA Switzerland
Pauline Amice	ELSA United Kingdom

*ELSA International opens the workshop at 10:03.*

*AO starts the presentation on the financial strategy.*

**C:** I would like to open the floor to questions.

**ELSA Belgium:** I am wondering if you already have an estimation of the costs of the new portal for the ET and Law Schools?

**FAL:** We have been asking for audits and we have also been in contact with Camscape. Both portals are out of date and there are a number of problems and bugs. We did a consultation earlier on in the term with an external IT provider and it was quoted at more than €100,000, so we are looking at this as a longer-term plan, perhaps over the next three years. Where do you think, as a network, the priority on expenses should be over the next three years?

**ELSA UK:** How much as a percentage will the rebranding take from the budget over the next couple of years?

**FAL:** We have tried two routes: paying a private company to do the rebranding, but the cost of this is prohibitive. The second route was making the changes in-house with the help of an external consultant. So far, the costs have been minimal as the current consultant is a partner of ELSA and so the financial burden is limited.

**ELSA Croatia:** Professionalisation is a key target of ELSA's strategic vision, and the creation of a secretariat should be pursued for the sake of the IB being able to focus on network development rather than the administrative tasks that currently use all of their time. ELSA Croatia has the opportunity to find a number of grants; and on the international level, perhaps the IB could use more assistance in looking for grants themselves.

**FAL:** A full secretariat is not achievable within the timeline of the current strategic goals. In relation to competitions, we applied for a grant so that we could get a project manager to help with the organisation of those events. A secretariat at this stage would be around two people focusing on competitions. We have been also looking more seriously at grants, partnerships, etc., and will continue to do so going forward. A full secretariat is the goal but, as we mentioned, this is not something that should be a goal in the next three years.

**AO:** If we had the money, for example, in one particular year for a secretariat, we need to assess whether this money would be available in the long term because we cannot go back and forth once a secretariat has been created.

**ELSA Croatia:** I agree. Regarding grants, there could be a person in the secretariat focused on grants. I have colleagues who run NGOs in Croatia and they have benefitted from having a secretariat to run the administration of their organisation, and this has led to great growth.

**ELSA Italy:** What is the impact of the living costs in Belgium on the budget?

**AO:** Currently, living costs take up 40% of the budget, and even this is not enough as all of the board members require external funding just to live in Brussels as things are currently.

**FAL:** The budget is not stable, and as such, the living costs must come out of project revenue; and this is why the membership fees are unable to be lowered. We would rather like a situation where the project revenue goes back into the projects rather than living costs.

**ELSA Croatia:** Regarding the organisation of the ICMs: what do you think about creating a fund to support the costs of the ICM for organising groups?

**AO:** It's one of the points we discussed in the working groups, but one of the reservations we had was that the fund's income would come from some NBs that have almost no money; and, therefore, an extra burden would not help an already tenuous situation.

**FAL:** If everything goes well in the next three years, then this is something that we could look at; however, it is not feasible at this point. We need to solve the current problems with the budget before we create new ones.

**AO:** A lot of countries not present at this ISM could object to these ideas as they are not here, and so we must wait for the ICM for broader consent.

**ELSA Czech Republic:** Are you planning the EDF strategy as part of the main ELSA strategy?

**AO:** If we did an EDF strategy, it would be separate from the main financial strategy.

**FAL:** The EDF is another legal entity, and even if at some point the two of them can connect, at this point, it does not make any sense to include it in the main financial strategy.

**C:** I see no more questions. I will pass the floor to the IB to give concluding remarks.

*FAL makes concluding remarks.*

*ELSA International closes the workshop at 10:46*

11:30 – 13:00

## Strategic Goals of ELSA evaluation

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
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Petar Stoilov	ELSA Bulgaria
Alen Šukurica	ELSA Croatia
Dora Štambuk	ELSA Croatia
Eva Šimková	ELSA Czech Republic
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Carolyn Soosaar	[...]
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Katharina Faber	ELSA Germany
Lena Dimmling	ELSA Germany
Maria Francesca Zaccara	ELSA Italy
Alice Eraclei	[...]
Raoul Ciappara	ELSA Malta
Kaja Niewęłowska	[...]
Julia Zybert	ELSA Poland
Sílvia Castilho	ELSA Portugal
Bruna Barbosa	ELSA Portugal
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Yuri van Steenwijk	ELSA Switzerland

*ELSA International opens the workshop at 11:31.*

*FAL begins the presentation on the strategic goals' evaluation.*

**C:** I open the floor for questions and discussion.

**ELSA Czech Republic:** I have one question: if the grant is successful, will you create the secretariat? What happens if the grant is cancelled later?

**FAL:** We recognized the problem of the grant being temporary, and we were looking at freelance project managers rather than permanent contracted employees. If the subsequent board gets the grant, they can continue to pursue this goal; but at this stage, it is an experiment and so needs more work before it's a permanent feature of ELSA International.

**ELSA Italy:** The issue that you are presenting in regard to the need of a secretariat is something that was also experienced in the past or something that exacerbated in the last terms? Secondly, why are directors not enough to support the network? Is the secretariat a precursor to a VP for Human Resources?

**FAL:** We saw the secretariat as a necessity when the strategic goals were created. The project manager concept was proposed to improve the projects themselves rather than alleviate human resources issues. Regarding directors, the workshop on the EIT discussed this issue. In particular, a considerable number of the EI team are NB members, and thus do not have the time to commit themselves completely to the role. Also, EIT members do not have control of the internal systems and thus cannot do things like issue invoices or work on contractual paperwork. Could you repeat the final question?

**ELSA Italy:** Would the secretariat structure lead us toward a VP for Human Resources?

**FAL:** At this point, expansion of the board is not possible. Even if we had people employed in the secretariat, it would be too early to have someone completely dedicated to human resources on the International Board. In any case, it would take a number of years to implement.

**ELSA Belgium:** Would this freelancer live outside the house? Have you considered a project manager from outside of Europe?

**FAL:** We need to be mindful of the impermanence of the grant and not create long relationships that we cannot afford. The freelancer would have to be remote, given the space in the house. We do not know all the parameters yet, and so considerations about who would be the project manager and where they live are not our main concerns. We just need someone who can work on the competitions.

*FAL continues the presentation on the strategic goals.*

**C:** I would now like to open the floor to questions.

**ELSA Croatia:** We are lacking something at international level that can connect the local members to the wider network, perhaps a benefit scheme etc.

**FAL:** We agree benefits are a way forward and for this reason, we tried to establish meaningful benefits for members' partnerships. For instance, Europrivacy has helped with the data protection courses. We are also talking with Speechify: this can also be a welfare feature for people with reading difficulties. Meditation platforms and fitness platforms are also areas we are looking into. Another aspect I want to discuss is that we already have a lot of partnerships but perhaps they are not well marketed to the members, and this is something we can improve. However, some benefits are better done on the national level, such as things like gyms. We researched them and it is not possible to develop them due to the lack of completely international chains. We are also focusing on language schools: this is something we had before with learning English and we want to do more of this, including other languages. We also have a certain amount of travel-related discounts coming online, but obviously more can be done. The concept of benefits is something that the whole network could be better at.

*FAL continues the presentation on the strategic goals.*

**C:** I am opening the floor for input on how the Strategic Goals have been implemented nationally.

**ELSA Sweden:** In terms of board reform, we have been working with our locals this year on implementing it. We also have created a membership card to improve engagement on the local level, and we are also getting a number of discounts for our members through the card system.

**ELSA Belgium:** We are also creating an advisory board for ELSA Belgium. We have also been engaging with the locals in order to implement board reform. Concerning member value, we have been putting a lot of work into retaining members through gifts and assistance at NCMs. We have been reinforcing our marketing and creating databases to develop knowledge management at the national level.

**ELSA Croatia:** We are similar in Croatia; we have had an advisory board for 20 years now and it largely consists of previous national board members. We also have been changing our national board in line with the reforms and updating their local statutes. We also want to improve benefits for our members; however, it is hard as ELSA International has just previously stated, but nevertheless, it remains a focus of ours in Croatia. We have also been implementing the strategic goals through the continuity of the NB members being on the advisory board and ability to do long term changes outside of the one-year election cycles.

**ELSA Finland:** We have been promoting human rights and also developing external relations as partnerships have been an issue in Finland for a while. Board reform has also been a focus with the national board making the changes, and now we are looking towards the local boards making those changes also. ELSA Finland is also considering a greater focus on member benefits as an arm of our external relations policies.

**ELSA Italy:** We have been implementing all of the strategic goals in Italy, with a focus largely on board reform. We have also reformed our internal meetings' policy at NCM Italy. We are also starting to develop a national Alumni Association. We do not have a national strategic plan currently; however, we are writing one so that it will be presented at the next ICM. We are also considering member benefits such as professional webinars for our locals, and also organising an event to improve cohesiveness through greater social engagement. One example we have already done is Secret Santa throughout the Italian network.

**ELSA Sweden:** We have also noticed that there are big gaps in knowledge management at the local level and we have organised seminars at our NCM and online to combat this problem. We are also working on a national strategic plan that will be presented later.

**ELSA Bulgaria:** We have focused on good governance by creating an advisory board on the national level. We have also been working with the President of ELSA International to create strategic goals that will be presented at our next NCM. We have also been working on creating an Alumni Association for our Bulgarian alumni as we have some alumni that have been in the network for decades. We are also looking into creating a donation system, but this is at an early stage right now. We have a national membership card and this helps with our member engagement, and this also includes member discounts at external businesses.

**ELSA Switzerland:** We focused on implementing the ELSA International Strategic Goals and in line with this, we have contacted all the local groups and are engaging with them to implement board reform. We had a meeting at the previous NCM and will have another at the next regarding this subject, and the best way for each group to proceed, as they are all quite different. Regarding a living vision: we will ask the locals how they would like to move forward, and following previous discussions, they are creating a new advocacy program that will be beginning in the next few months. We are also trying to create a relationship between local groups as they are quite disconnected from each other in the way they operate and are not cooperating with each other in the way that many other countries do, so that is what we are working on.

**ELSA Czech Republic:** We have implemented board reform at one group and are doing the other groups later. We are also trying to create a bigger network of partners and local group engagement. We are also using alumni to train our local members as to how ELSA works as most have just had online meetings and are thus not completely familiar with how ELSA operates in real life.

**C:** I would like to pass the floor to ELSA International to make concluding remarks.

*FAL makes concluding remarks.*

*ELSA International closes the workshop at 12:41.*

14:00 – 15:30

## Q&A Session and Closing

Participants' list:

Francisco Arga e Lima (FAL)	ELSA International
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Gao Xing	ELSA Belgium
Viktor Francq	ELSA Belgium
Alen Šukurica	ELSA Croatia
Eva Šimková	ELSA Czech Republic
Jakub Sýkora	ELSA Czech Republic
Adéla Chloupková	ELSA Czech Republic
Laura Merisaari	ELSA Finland
Mikko Laitinen	ELSA Finland
Myrsini Karagianni	[...]
Katharina Faber	ELSA Germany
Laetitia Berthold	ELSA Germany
Lena Dimmling	ELSA Germany
Alice Eraclei	[...]
Raoul Ciappara	ELSA Malta
Anne Duizer	ELSA the Netherlands
Anna Haczykowska	ELSA Poland
Julia Zybert	ELSA Poland
Bruna Barbosa	ELSA Portugal
Aydan Latifi	ELSA Sweden
Linnea Regnell	ELSA Sweden
Yuri van Steenwijk	ELSA Switzerland

*ELSA International opens the workshop at 14:01.*

**C:** I see no questions so I will pass the floor back to ELSA International in order to make the concluding remarks before I close the ISM.

*FAL makes concluding remarks, thanking the ISM Officers and the participants for attending.*

*Chair closes the workshop and the International Strategy Meeting at 14:08.*