



The European Law Students' Association

VI INTERNATIONAL STRATEGY MEETING MINUTES

11TH-15TH FEBRUARY 2026



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FOREWORD

Dear Network,

On behalf of the International Board of ELSA 2025/2026, it is my pleasure to share with you the Minutes of the VI International Strategy Meeting in Tbilisi.

The International Strategy Meeting holds a special place among ELSA's International Internal Meetings. Its smaller format and less formal character create space for discussions that can go beyond immediate decisions and focus more closely on the long-term development of our Association. In Tbilisi, this allowed us to reflect openly on ELSA's current direction, assess the implementation of our Strategic Plan and discuss the next steps needed to turn our strategic priorities into concrete action.

These conversations are crucial for shaping the future of ELSA. A strategy is not only a document, but a shared understanding of where our Association is heading and how we intend to move forward together. The time dedicated to discussion enabled us to explore different perspectives, challenge existing approaches and begin turning broad ambitions into a clearer direction for the years ahead.

I would also like to sincerely thank everyone who made the journey to Georgia. Your willingness to travel, contribute your ideas and actively engage throughout the meeting was essential to the quality of the discussions and should never be taken for granted. A particularly big thank you goes to Ben for compiling these Minutes and ensuring that we have a clear record of the discussions held and the ideas shared in Tbilisi.

Perhaps because of its combination of meaningful strategic work, open exchange and close cooperation, the International Strategy Meeting is probably my favourite International Internal Meeting. The meeting in Tbilisi once again demonstrated the value of taking the time to listen to one another and collectively reflect on the future of our Association.

I hope these Minutes provide a clear record of the discussions held, the perspectives shared and the foundations laid during the VI International Strategy Meeting.



Lucie Nováková
Secretary General
International Board of ELSA 2025/2026

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GROUP I WORKSHOP MINUTES

Thursday, 12th February 2026

10:00 – 12:00

Hosting IIMs

Participants' list:

Lucie Nováková (LN)	International Board
Kat Bonello (KB)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Mirna Ivanković	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Jakub Ławrynowicz	ELSA Poland
Caixa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Chair opens the Workshop at 10:05

Chair passes the floor to ELSA International for the presentation.

LN and KB present the workshop.

LN presents the group work and divides the workshop into groups.

Chair: I will now pass the floor to Group 1 to present their group work

Group 1, ELSA United Kingdom: Accommodation is a challenge. Hotels that accommodate 300 people are expensive. The participation fee would only be able to cover the hotel. Hostels with ensuite bathrooms that fit the amount of participants for an ICM can also be hard to find. In some cities there are only a few hotels. Splitting the participants into more hotels/hostels is a logistical problem and also the quality can differ. Venues for plenaries: It's hard to find big rooms for 200 people with affordable prices. In a hotel it is really expensive or impossible. Transportation to another venue for the plenaries

from the accommodation would also be a challenge both financially and logistically. Buses and public transportation are very expensive for such a large group especially. Some cities are walkable but it is difficult to find affordable accommodation in city centres. For workshops it would be difficult to have the conference rooms at the hotel, as they are quite expensive. Transportation to another venue for the workshops from the accommodation would also be a challenge. Lunch: very basic meal deals would still be 15 EUR per day. It's hard to find a place for 300 people at one time. Groups can be a problem with a tight timetable. Human resources: If logistics get complicated with different venues, that is an even bigger challenge for some groups. Socials: Pub crawls are always possible but fitting so many socials within the 25 EUR limit is hardly possible. Budget: For some of us the gala would be the biggest financial burden. For others the accommodation and transportation is the biggest burden. It is hard to find sponsors that want to help sponsoring the ICM, as they might not get anything out of it themselves.

Chair: Does anyone have any questions for group 1?

No questions.

Chair: I will now pass the floor to Group 2 to present their group work

Group 2, ELSA Georgia: Prices for transportation are getting even higher. The “triple income” we would have in Georgia doesn't mean that we can afford this.

ELSA Sweden: As ELSA Sweden already has shown through the V ISM in Malmö, it is fully possible to arrange an IIM in Sweden. With that said, it comes with a great financial strain on ELSA Sweden, as this was arranged at quite a big loss financially speaking, around 8000 EUR. One of the greatest challenges is the generally high costs in Sweden, both speaking to accommodation as well as serving food. Furthermore there are few venues (that are financially viable) that enable ELSA Sweden to both arrange accommodation as well as venues for workshops/plenaries. This is part of why I am so strongly in favour of the half and half method, as this is a prerequisite for hosting an IIM in Sweden. With greater participation of the local groups, from whom eventual financial aid could be arranged, the financial struggle could be minimised. If we would arrange it with a local group in a larger student city, the fees for the gala venue and workshop venues would be very low. However, these venues would not be able to book during the semesters, only during summer, due to the fact that these venues are reserved for the university and the students during this time.

LN: IIMs hosted in the Czech Republic are always through a local group. I think co-hosting is a good idea.

ELSA Germany: Our problem is finding accommodation that can fit 300 people with plenary rooms etc. That would make a 5 star hotel which the participation fee would not cover. We could split the accommodation, but that could cause following issues - longer distances, not the same standards, etc. The logistics are getting harder.

ELSA Finland: If nobody is willing to host an ICM and splitting the accommodation is the only solution, we have to do it like that. There is also a lot of walking. The only way to do it is to have two hotels.

ELSA Poland: The problem is also the quality standards. The big issue is also with our partners who don't want to finance students.

Chair: Does anyone have questions for group 2?

No questions

Chair: I will now pass the floor to Group 3 to present their group work

Group 3, ELSA Greece: The challenges are the general high costs, especially when it comes to accommodation and meals. A solution could be to organise with local groups, or to combine it with events to help finance it, for example career fairs.

KB: When you say combining it, do you mean a career fair taking place at the ICM?

ELSA Greece: No, but in advance to attract sponsors. In Greece, we get sponsors for this that are interested in ELSA, boards, directors. This was our only ICM source. I think now, even though we did the ICM, the losses weren't that big. The problem is human resources, no one wants to take that big of responsibility.

ELSA Finland: Projects like this can seem hard in advance, but an ISM in Norway is doable as they managed to organise NOM in Oslo which is a similar event. Different countries have different problems. In Oslo, the venues wouldn't be a problem for example. An ICM is almost impossible to organise in expensive countries such as Norway and Germany without increasing the budget. If you ever think about hosting an ICM in your city, remember that organising in one city isn't the same as in another city.

Chair: I will now pass the floor to Group 4 to present the group work

ELSA Czech Republic: The problem is liquidity. Reservations have to be considered in the reserve. In the Czech Republic the loss might be a scary scenario. Even with that, you can look at the exchange rate, the 5 % change might be impossible. You can essentially lose a lot of money. There are also organisational issues, you need at least 20-30 OC members and that many people can't always be found (at least 20 countries excluded). Drivers - if you want to lower prices for transfer for example. Accommodation and other spaces (gala, plenary), not so many 300 bed hotels with plenary and workshop rooms in our price range. Gala halls are expensive. The idea of using multiple hotels might be better, as many don't have the capacity to host 300 people. If not one hotel - meals issue - but a lot of fast lunch restaurants - as in Finland.

Chair: I now pass the floor to ELSA International to present the second group work.

KB presents.

Chair: We will now start the discussion, each group will have 1.5 minutes

Group 1, ELSA United Kingdom: Option 1 is Split Accommodation. You can have a hybrid option that doesn't have space for 300 people and participants can choose where they want to stay. Option 2 is that accommodation is excluded from the participation fee, and to lower the participation fee. Option 3 is to increase the participation fee. Option 4 is to lower quality standards so that the rooms can accommodate more than 6 people. Hybrid attendance for the plenaries only: Have the 3 voting delegates present at the plenaries and the rest of the delegation joins online. Cooperation between more local groups. Perhaps hosting each other in order to eliminate the cost of being an OC. Be more creative with what is expected for the social programme

Group 2, ELSA Germany: Accommodation issues could be fixed by splitting accommodations. Plenary Venues could be fixed by being more flexible with venues, law firms, universities (aula/auditorium), museums. Making sure that delegations are in the same accommodation. Travel accommodation is getting more expensive but not too expensive, also public transport. For Meals one could use the Student Cafeteria. We had the idea for HR for a National wide OC. Get Creative (In a warm country: Scavenger Hunt/Beach Party). Liquidity issues could be solved by getting a loan from ELSA International.

Group 3, ELSA Finland: We should utilise the Alumni connection to get venues. That solved issues with ICM Helsinki and can spare some costs. We can do loans from the local groups, which solves the liquidity issues. In terms of human resources, do it as a national project and recruit more people. Also pay more for the gala ticket.

Group 4, ELSA Czech Republic: The problem is not only the participation fee, but also sightseeing fee, gala fee. Etc. You have to lower costs here. Transport could be fixed by OC members helping with transportation. For example in Prague, we have a bus connection and if you have a lot of OC members, they could accompany the arrivals in the bus. Sightseeing is essentially free, you can tour the participants in the city. The meal costs could be lowered by making more yourself. Especially breakfast, which is the cheapest. You can prepare 1000 loaves of bread, for example,

Chair: I pass the floor to ELSA International.

LN: You can split accommodation and consider only hosting the delegates. It could be difficult to make the charging fair.

KB: Plenary venues can be expensive, an option is planning it during the semester break. It does not need to be a university or a conference room, it can be a gymnasium or other big venues.

ELSA Czech Republic: The break time would not fit the timeframe in the Czech Republic.

KB: For the technical set up, it can be expensive to rent from hotels. In Malta we rented it ourselves from a youth agency, which lowered the costs.

LN: We would reach out to the different local groups. Someone mentioned a national wide OC - that is what the Czech Republic does and it works great.

ELSA Greece: The Head of OC - we don't have people to coordinate.

LN: For us we don't have National Board members as Head of OC, but rather former members. People who are involved in ELSA, but not active members of the National Board. That works great because you have more capacity.

ELSA Finland: If you start the project earlier, the current National Board can be OC next year. If the OC is formed three months before ICM, it is not enough time for recruitment. We start this project so late, there just isn't time to recruit the people.

KB: Have someone who was active in ELSA and is dedicated, and arrange it as a stand alone event. If you have someone dedicated, it is a lot easier. Unless you do it in a two month time frame. The workload also depends on which ICM you are organising

LN: For the lack of human resources, we talked about cooperating between national groups. It solves a lot of issues. You could for example cooperate with the Czech Republic and Austria because it is really close. For socials, you rent a cheap place and you can sell your own alcohol. For a gala venue, nothing says it has to be a seated dinner. You can do cocktails and some catering, we did that in the Czech Republic and it worked well. An example would be in Prague, where it worked out very well and you could just order a drink. For sponsors, try to use the opportunity to do a sponsor fair like in Thessaloniki. Promote it to them by presenting the scope of the event.

KB: For socials, the bars are easy to book on the weekdays. For sponsors you can find sponsors for food, for merchandising for example, they could sponsor your printing, transport, etc. It does not have to be law firms, it can be tourist agencies, ministries for education, alumni networks - they know ELSA. Get partnerships from other projects. Just be creative and a very good point was trying to get a partnership and use that money elsewhere. Or try to lock them in with an ICM and then get them in as a general partner.

ELSA Sweden: In our statutes we have a rotating schedule for hosting NCMs. They are faced with challenges and then get through. In Sweden it has created the mindset that we work together. They know when they are hosting in advance.

LN: In the Czech Republic it is the same. Here, there are countries that do not attend the ICMs so it would be hard. It is a good idea, but in practice it is hard to make it fair on an International level.

Chair closes the Workshop at 12:13.

13:00 – 15:00

Quality Standards

Participants' list:

Hedin Ragnfred Indregård (HI)
Rodrigo Prelhaz (RP)
Phoebe Nyambura Kamara (Chair)
Florian Steinkamp (Vice Chair)
Ingrid Marie Kaiander (Secretary)
Melanie Vesely (Secretary)
Mirna Ivanković
Vilém Lerach
Jana Knížová
Niklas Granroth
Ani Samsiani
Anastasia Kapetanaki
Philipp Schoeler
Jakub Ławrynowicz
Caisa Billger
Maria Shakir

International Board
International Board
ELSA Denmark
ELSA Germany
ELSA Norway
ELSA Austria
ELSA Croatia
ELSA Czech Republic
ELSA Czech Republic
ELSA Finland
ELSA Georgia
ELSA Greece
ELSA the Netherlands
ELSA Poland
ELSA Sweden
ELSA United Kingdom

Vice Chair opens the Workshop at 13:07.

Vice Chair passes the floor to ELSA International for the presentation.

RP and HI present the workshop.

ELSA Czech Republic: Is there some evidence that everyone expects more from the IIMs?

RP: SecGens had calls with the different possible organisers, and they feel like they have to provide them with standards.

HI: We tried to find hosts for the ICMs, and people were not exploring other options until Finland did it. There was the feeling that they had to provide the 5 star experience. I understand that you don't want to lower it.

ELSA Germany: The outcome was from one of the workshops at ISM Malmö, and we spoke about the feeling that the hosting group had to fulfill the expectations.

ELSA Finland: For us with the ICM Helsinki, we considered that we would not meet the expectations. Now after the ICM, nobody in the OC got any negative feedback. The only complaints were about the dinners, but the overall feedback was great.

HI: I think that is a good example. ICM Helsinki was a bit exceptional, there was a clear understanding that there was a lack of host, and we had to take drastic measures.

ELSA Norway: I think there is a common perception that it is always better to have an ICM rather than having no ICM. In Helsinki, I don't think it was any problem to walk to the different venues for example, and the solutions they provided were great. It was nice that someone took the first step and organised it in a different format.

HI presents.

Vice Chair opens the floor for an open discussion on the topic of meeting the quality standards.

ELSA Finland: The quality standards are not the problem. They are quite loose, and even in Helsinki it was not difficult to meet the standards. The issue could be the expectations from the network.

ELSA United Kingdom: We are not completely on the same page. For us it is very difficult to meet the quality standards, because even if we get a hotel, the accommodation will take up the whole participation fee. Even if we lower the standards. We could potentially split or the option that the group organises their own accommodation.

ELSA Sweden: I agree with ELSA Finland. We did not have a problem meeting the standards in Malmö. The problem is the inflation of expectations. We did have some complaints when hosting the ISM - the accommodation fit the standards but we still received complaints.

ELSA Czech Republic: The standards say that there can only be one accommodation. The biggest issue is the single accommodation for 300 people. Getting a hotel or hostel for 300 people can be difficult.

RP: The last group brought up the solution of split accommodation as well. We have to keep in mind that the purpose of an IIM is to bring the network together. In an exceptional situation, that could work, but it is maybe not ideal.

ELSA Poland: We also agree on the idea to split the accommodation. The standards are a bit too high regarding the prices. Split accommodation would make it easier for ELSA Poland to organise IIMs.

ELSA Czech Republic: The bigger the accommodation is, the pricier it is.

ELSA Finland: Not every local group can organise an ICM, which is not necessarily a problem. I don't think we need to change the quality standards just because every group can't organise. Maybe we have to accept that not everyone can organise ICMs.

RP: I agree, but the problem is that there are almost always the same hosts.

HI: There is an issue with this. The last regularly elected ICM was back in 2023. Before that the first regular host was in Thessaloniki. So we went back to Malta. The expectation management is one thing, but we have to look for other solutions. Considering and reflecting on different formats to make it work.

ELSA Sweden: Before Covid, how was the variation between the hosting countries? Was it the same or different?

RP: It was always different countries.

ELSA Czech Republic: At the previous workshop we talked about capacity. I know that not every area has representation from each national group, but people still bring big delegations. The capacity could be lowered.

RP: Yes, I understand your point. However we can't change how national groups manage their delegations. If you bring people you eventually know they want to go to the workshops.

ELSA Finland: I agree that it is a problem that the same groups organise. There is a very strong fear that organising an ICM is not without huge losses. Many are afraid to organise. It is very inconvenient but especially for western or northern countries it would not be possible to organise with lower prices.

RP: I understand. The ICM Helsinki had raised fees which helped with the possible losses. That is why we are bringing this discussion. For 90% of you it is not a human resources problem, but financially.

ELSA Germany: Is there a bigger support coaching system for hosting IIMs as there is when hosting ELSA Law schools for example? The biggest problem is fear but they also don't know how to organise this big of an event. And to take the fear from a possible loss.

RP: It is not as developed as ELSA law schools. The Secretary General has started working on it.

HI: Usually the Secretary General will also be the coach for the hosts of IIMs.

Vice Chair passes the floor to ELSA International.

HI and RP presents the group work on the topic of finding alternative solutions.

Vice Chair: I now give the floor to present the group work.

Group 1, ELSA Germany: The quality standards are good as they are now, but maybe small changes can give more flexibility. Raising the participation fee a bit, limiting the number of delegates was discussed, but not the conclusion. We could reduce logistical costs, like transportation - you could walk, take public transportation etc. In Germany we have a hosting fund, in which every local group and the National Board is investing in. The hosting group gets 15 000 EUR to help with the financial aspects of the organising.

Group 2, ELSA United Kingdom: We discussed planning 2 to 3 years in advance. It could be easier to get sponsors and more support from law firms. The problem is that the term is one year, for that reason we thought there could be a position in the ELSA International Team for researching and contacting possible organisers. We also discussed the food criterias, and maybe to not do three warm meals a day. In the UK we have something called a meal deal.

ELSA Czech Republic: In some of our events, the OC prepares the food themselves. When hosting IIMs, we could raise the fees.

RP: Maybe we have to raise the fees but that is for another discussion.

ELSA United Kingdom: We briefly discussed that others might have the venue for it.

ELSA Denmark: We discussed creating a knowledge database for IIM's. A central base where everyone can see what others have been doing and how much we were using. The transparency could help other groups.

ELSA Germany: We have a shared google drive for hostings in Germany. People who have been elected have access to it. I also think that would be interesting for ELSA International.

HI: There is already a system in place, to an extent.

ELSA Denmark: Is this only transferred to the host, or available for everyone?

HI and RP: Not sure.

ELSA Denmark: I think it would help if it was available for everyone.

RP: We have an assistant in the ELSA International Team who is responsible for IIMs. She is in contact with hosts. Regarding the research, it could be hard. The person from the ELSA International Team might speak another language than the one in the hosting country, for example. When it comes to negotiating, the national language is of advantage.

ELSA Czech Republic: We have people to contact in the ELSA International Team, but sometimes it is hard to find out exactly who to contact.

HI: There is a website elsa.org, where every member of the ELSA International Team is mentioned. You will find a list under the picture of all of us.

Group 3, ELSA Sweden: We spoke about the half and half method and the split accommodation. It got us thinking, In Sweden we have cottage villages that can accommodate many people, which is a cheap solution. That would fit the quality standards, but still be quite different. We spoke about small costs that could be reduced, the printing fees, the badges, we could fix our own name tags. Transportation, we briefly spoke about that it depends on the hosting city- the transportation requirement is not always necessary.

RP: We only print the voting cards and name tags, but it is possible to change that.

HI: The voting cards are 10 pieces of paper, and they have to be signed by the Secretary General, so we have to print new ones every year. It is not something we can skip on in the current system.

Chair: I pass the floor to ELSA International for the presentation

On the Topic of Boundaries of Quality Standards:

Vice Chair opens the floor for open discussion

ELSA Czech Republic: At the Helsinki ICM, there was an issue where some had problems with electricity. No staff hostels, which made it difficult.

ELSA Germany: The quality standards for accommodation, amounts of bathroom, people, etc. and welfare can not be amended. With 6 people sharing a bathroom, getting dressed for the gala, it is something we can't get rid of.

RP: Hypothetically - would you feel ok if we had shared bathrooms for the next ICM? So two bathrooms and two showering facilities for everyone?

The opinion is divided. Mostly male participants saying yes and female participants saying no.

RP: It would drastically change the budget, as it would be cheaper.

ELSA Germany: The advantage by having our own showers is that they are only available to ELSA people. But having it open would mean that other people could also use them. Questionable if it should be open for everyone.

ELSA United Kingdom: It might be an option, as there are hostels that have open showers, but still a sink in their room.

RP: I think we should have our own facilities for ELSA people.

ELSA Denmark: I would be interested in hearing about these hostels. In Denmark, even if it is a 6-person room, there are separate bathrooms. I think the hostel standards depend on which country you are in.

ELSA Czech Republic: Nothing in the quality standards says that we can't have a gymnasium as a plenary room, for example. There were examples where you can use sports gyms. I think everybody would be willing to do it even if we don't have nice walls around it. The plenary rooms could host only the voting delegates, to save space. Everybody else could join online. I think smaller rooms wouldn't be that expensive.

RP: That has been brought up in the last workshop. You have 8 guaranteed spots, I think it is important that all 8 delegates can be part of the plenary. I think it is something that is very feasible.

ELSA Czech Republic: It depends on when you have to reserve the venue. The price difference and availability has to be explored in advance. With the people from the National Boards, there are more than 300 people. Then asking what the price difference is. If there might be some other options like 6 people.

RP: If we reduce to only 8, we would have less than 300 people as all 41 countries usually do not attend.

ELSA Germany: Often the workshop officers are not part of the National Board, or voting delegates, but they should still be able to attend the plenary. That could become confusing. If they wouldn't be allowed for the plenary, it's weird because they would be elected.

ELSA United Kingdom: We could also lower the standards for the Gala, and think in terms of that.

ELSA Czech Republic: We discussed in the previous workshop and Lucie mentioned that in Prague they had a gala with only cocktails, and not a seated dinner. We can lower the standards for the gala.

ELSA Czech Republic: We could do simple catering, rather than a seated dinner for each participant, or having an open catering.

HI: This was tried in Thessaloniki where we also had open drinks, and it was successful. The regulations are not as tight as we often think.

ELSA Germany: Is there an actual obligation to organise a Gala? There may be extra fees for the Gala but there is no obligation to organise it.

RP: It is not part of the official programme, but accustomed.

ELSA Denmark: In an ELSA Law School you can choose to offer airport transfer and the fee is regulated, but you don't necessarily have to organise. Would they still have to organise the gala? In this case, would an ICM host have to organise a gala?

RP: I read "accustomed" as something that is usually organised, but not mandatory.

ELSA Germany: So if a hosting group decides not to host a Gala, would it be fine?

RP: It would be ok regarding the hosting agreement, but people would be disappointed.

HI: Then it goes back to what are you expecting for in an ICM. The gala is not very regulated.

ELSA United Kingdom: It's important to remember that our discussion is not about lowering the standards, but more so again the expectations.

ELSA Czech Republic: If it is not mandatory to organise one accommodation, is it possible for the participants to organise it themselves?

RP: The attendance would probably be lower in that case.

Vice Chair asks if there are any further remarks.

HI: It creates a lot of logistical issues for the OC to get everyone together and coordinate.

RP: Regarding the gala, it is more an interpretation. There is no provision that says you have to organise a gala.

ELSA United Kingdom: The question is how do you define "gala".

Vice Chair passes the floor to ELSA International.

Vice Chair opens the floor for closing reflections.

ELSA Greece: The changing of expectations. We could do the gala differently, start discussing how to cut costs without having a very strict way of doing things.

ELSA United Kingdom: To think long term. Research and more long term contact. Something I am going to discuss with my board.

ELSA Sweden: Interpreting the quality standards widely.

ELSA Czech Republic: The split accommodation debate.

HI: Comment to ELSA United Kingdom. I think that is interesting when it comes to the National Board. To plan longterm, also internally. The transition and obligation for the next board could be difficult, but an interesting discussion. It is something groups can discuss more on.

ELSA Czech Republic: Is there some limit on how far away the hotel can be from the airport in order to meet the quality standards? If it is possible also to travel by train, because it is much cheaper. Is it in the Regulations?

HI: It is not specified. It has to be within reason.

ELSA Czech Republic: Do you have to provide transportation from the airport?

RP: If you have the airport transfer fee, yes. But you do not need to have that.

ELSA United Kingdom: I was also part of UN students where we had galas without dinner. Many of us are there for the dancing, partying without the three course dinner. The standards for galas changed after inflation - now it is more canapes and drinks. It's still social, but not a three course dinner.

ELSA Germany: That could be a "gala reception". Just a bit of classical dance and maybe bottles of wine. It is also a gala. You don't have to sit for 3 hours and eat.

HI: Any other questions?

No questions or remarks,

Vice Chair closes the Workshop at 14:49,

15:30 – 17:30

IIM Finances

Participants' list:

Gabriel Marti (GM)	International Board
Tommaso Giordano (TG)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Mirna Ivanković	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Jakub Ławrynowicz	ELSA Poland
Caisa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Chair opens the Workshop at 15:32,

Chair passes the floor to ELSA International for the presentation.

GM and TG present the workshop.

Chair: I now give the floor to ELSA International to divide you into groups for Group Work.

ELSA International divides the groups.

Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents their work.

ELSA Finland: Based on the last workshops, dividing participants in different hotels/hostels could lower the price without increasing the participation fees. Increasing the fees would attract organisers, but in the long-term it would exclude lower income countries from the network. It's a difficult topic.

ELSA Germany: If one were to raise the participation fee, there would have to be something to help on the other side for others to be able to participate. The EDF is one solution, but it's not enough for everything.

ELSA Czech republic: We need to lower our expectations. We don't need to have buffet tables, we can also have one meal. The private buses and buffets are not necessary.

ELSA Finland: That's related to the groups not knowing what the requirements really are. Lack of knowledge is a problem. Not really knowing what is involved.

Chair: I now give the floor to Group 2 to present the group work.

Group 2 presents their work.

ELSA Greece: Changing the host categories and to do it like ELSA Law Schools. The fees would be accordingly. In the countries where it is more expensive to host, the fees could be increased. We want to keep the favored and non-favored countries, but maybe revise the favored countries that would need help to participate. A lot of countries don't participate at all. Transparency is important. Treasurers have knowledge about the costs, but the prices are still hard to estimate.

ELSA Czech Republic: The hosting categories is about keeping the consistency. Some countries which have lower living standards can do 5 stars hotels for the same fee that other countries can do cheaper hotels for.

Chair: I now give the floor to Group 3 to present the group work.

Group 3 presents their work.

ELSA Sweden: We discussed introducing an interval system for participation fees: Having different participation fees when there is an actual need. Finland were able to go even when the fee was higher, and the quality standards were met. Higher participation fees for more expensive countries, lower for countries that could organise without increasing the fee. If countries that already have the financial capacity to organise within the current fees, increasing the fees would lead to inflation in expectations since they would be able to book better accommodations and venues, and we would find ourselves in the same situation in a couple of years. A con could be that it would be difficult for national Treasurers to make a yearly budget when they don't know how much the participation fees will be. We have to figure out what are the reasons that some countries are not showing up. Depending on the reasons, increasing the fee could be possible. We have to draw the line at the point where groups that usually go to IIMs, suddenly can't go anymore. Early registration strategies: Encouraging early registrations through non-financial incentives (priority in programme selection, guaranteed spots) improves cash flow and allows organisers to make more accurate budget forecasts, reducing uncertainty. The International Board should approach more groups that they think have the capacity to organise. Having a set amount of money that the organising group gets from The International Board. A fee based on duration of stay gives the option to choose on which day one wants to participate in the social programme. Have alternatives to club and bar visits, for example a scavenger hunt or a movie night.

ELSA Norway: We also spoke briefly about the optional fees. They make it difficult to estimate the budget correctly, but an earlier registration would help with that as well.

Chair passes the floor to ELSA International.

GM: This year we held calls asking for hosts, and every year we explained what the quality standards are. I have never been to an ISM where we don't discuss quality standards. We could do all the theory we want. You could also push the quality standards in your national group. In Helsinki, we had access to different services because we were in a capital city. In Malta, the situation is different as venues are not close to each other, and it is hard to find a hotel which has space for 300 people. We need to take into consideration where the IIM is hosted. This balance can be quite difficult. It is the same with buses, in Malta you need private buses, which is not the same in Finland.

GM: When you talk about hosting categories, how do you place which country in which category? Is it a rule? How do you select that?

ELSA Denmark: We thought about using the same system as ELSA Law Schools. It is easier for the network to accept that as they have already done that with Law Schools.

ELSA Czech Republic: They have some kind of research. Croatia is richer than it was a few years ago. If there are different categories, then Malta could lower the prices. The prices change over time, but in the ELSA Law School system it does work even though it is not perfect. It might be possible that we have some kind of diversity in the number of countries that are hosting it. Some countries can afford it today. To increase the fees for everybody would be unfair.

ELSA Finland: It is hard to find one solution to the problem. Every country and city is different, so the cost of production should also be different. In terms of quality standards, offering countries more room to adapt different solutions is a solution. One solution might not work for everybody. For example in the previous workshop we talked about having two separate hotels. I don't think there is a solution that everybody would like.

ELSA Croatia: The inflation in Croatia has increased the prices. Dubrovnik is now one of the most expensive countries. It's hard for us to organise because of that and because of the tourism in the spring and summer. It needs to be booked way in advance.

ELSA Finland: We might have to accept that IIMs are not held in cities that are easily accessible. I talked to other potentially hosting countries that said it would be too far away or too difficult to reach their country or city. But if we don't have anyone who wants to organise, we might have to accept travels by plane and extra trains for example.

Chair: I will now pass the floor to ELSA International

GM presents the second group work,

ELSA International divides into groups,

Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents their work.

Group 1, ELSA Finland: We discussed increasing the social fee for the spring ICM as it is longer. We could organise socials outside, instead of renting a bar or a club, to lower the costs. We also thought if we think outside the box. That's possible in a southern European country. You could also lower the cost. There is definitely a need for the spring ICM for increasing the prices.

Chair: I now give the floor to Group 2 to present the group work.

Group 2 presents their work.

Group 2, ELSA Greece: Registrations for the nights of socials you want to attend, so the Organising Committee knows in advance how many places and buses to book. Maybe we could do individual prices on socials, and some socials could be more expensive than others. You could do a cheaper package deal for socials, where you can either choose just two nights of socials, or all nights and the gala and get a discount. You have to get creative when deciding on venues, activities, etc. In the form you can indicate whether you need transport or not.

The venues differ depending on how many people you book it for. The prices would change. Some are more expensive and some are outside and don't have any fees. We may choose two. You can pay for these two individually. This would encourage more.

ELSA United Kingdom: A package deal for socials but also option to buy them individually.

ELSA Finland: A problem with that is that people only choose the cheapest. If you allow the individual deals, it will reduce the income from socials. From our experience from our budget in Helsinki, people will take the socials unless they come during the last days. If you allow these individual deals, you will decrease the income. Under the current system they would select the whole package which is delivering more income.

GM: I see your point, but it depends on how much you will charge. Depends how expensive we make the whole package or the socials. For people who are just coming on the weekend, we would have a lot of losses.

ELSA Finland: I think it is unnecessarily complicated and creates more of a risk.

ELSA United Kingdom: This could be adapted so they have both options.

Chair: I now give the floor to Group 3 to present the group work.

Group 3 presents their work.

ELSA the Netherlands: If you let people choose, it helps the Organising Committee to organise. Usually a lot of people take a day off because it is exhausting to party every night.

ELSA Sweden: Do organisers usually use the social fee for socials or to cover other things?

GM: I don't have the numbers now. I know that in Malta it was not the case. For what I understand, socials are usually a loss.

ELSA Finland: I assume that the socials that require transportation costs a lot of money. In Helsinki, the revenue from the socials was necessary to go even.

Chair: I pass the floor to ELSA International.

TG presents

Chair: I will now open the floor for questions.

ELSA Czech Republic: We actually like this idea and we think it is reasonable. When you reserve the hotel, you do not necessarily have the registrations. The number can be tricky. And at what number should we stop? We try to have the most national groups as we can.

What is the lowest number of participants we could have? For example the first delegate could have lower costs.

TG: Clarification: For the National Board with 8 members, oftentimes not everyone can attend. People can cover the 8 delegates, and from there you could pay more?

ELSA Czech Republic: Yes.

ELSA Czech Republic: It is not right to discriminate against members who are not from the national group. People from local groups pay for themselves. People won't want to travel if they have to pay. But the local members are important for us, and it is necessary to motivate them to attend IIMs.

ELSA Finland: In our case every participant matters. The more people we got, the more money we made. My locals would be annoyed and ask why they should pay more.

ELSA Germany: I see the point behind it. I have to agree with ELSA Czech Republic here. For us to give the perspective for a board which is never stacked. There would be huge internal issues. Because we would have to decide who would pay the smaller amount: we have some directors in our national group that would have to pay lower. There is a huge conflict potential.

We are usually between 3 or 5 National Board members. We would need some directors to pay less than others, there is a huge conflict on one side, on the other for human resources - we need our locals with us. IIMs are important for recruitment. If we raise the fee for them, they would not attend.

GM: The rationale behind this - people already have to select anyway. You need to put them in some kind of ranking. You would still have to choose. It can create a conflict, but it is already the case that you have to select certain delegates and put them in some sort of ranking.

ELSA Germany: I see that. But I think the issue is the financial decision behind it. We would need to rank the people for their personal budget. Select people moneywise, which is a conflict.

ELSA Finland: Of course it is not ideal. But assuming you organise an ICM where people are making a loss, it is reasonable to charge more for "extra delegates". I think in terms of conflict in your national group, it would be solved if you have objective standards .

ELSA Greece: It would harm our groups. Objectively, this is an issue. It's an inside thing how you rank people. Brno may not accept 25 people. We could draw the local groups and they could internally decide. We have 8 places from the National Board, the locals should fill the spots if there are missing areas.

TG: If someone pays more, they split the amount between themselves. If we have a loss of 10 € per person, the most reasonable thing to do is to not allow extra delegates. Reduce the application.

GM: I see the point of the conflict. Internal problems are hard for us to control. It is important for locals to come as well, but the question is how to balance it when it creates a financial burden on the organisers.

ELSA Sweden: National groups don't have the same financial means as local groups. When I was a local, I went to Malta and my National Board paid for it. The fee increase would therefore not affect me in that situation. We have to try to make IIMs accessible.

ELSA Germany: Different fees for extra delegates, does that make 5 EUR or 10 EUR, etc?

GM: Depends on the budget and if we want to regulate this. If you want to regulate fees, there is the risk that it's a lot more. You can either regulate it or give the IB and the host more freedom.

ELSA Czech Republic: Do we have an idea of, in history, how many people are from the 8 delegates and how many are from the extra delegates?

GM: There are some uncertainties, but we will explore it and see how much of an impact it will have on the budget.

ELSA Germany: Another problem would be that it would build a kind of balance. I see the risk of having dependency on a bigger delegation.

ELSA Czech Republic: We were talking about several past budgets. We know that Finland had a 15 EUR increase. So, if you want diversity in our hosting groups with these proposals it would mean raising the fees. This is a good thing but how much should we raise?

TG: In my opinion, we contain the loss. Not all delegations have 8 people. It depends a bit on us. Those fees are per person per night. This is an option. Depends a lot on the single event.

ELSA Czech Republic: We want to attract new hosts. We must have some increase.

GM: Question regarding this solution - ELSA should raise fees for IIMS, do you agree or disagree?

General opinion is no, but with exceptions.

GM: Question: We would split the normal fee into a flat fee for participation (to cover venues for example) and the fee for the nights and food. You would have to pay the flat fee not depending on how long you stay.

ELSA Germany: Would it mean the proposal being presented or to discuss it not in the form of a proposal. We want to have a good discussion. Maybe having a workshop like a strategic discussion. The proposal for it would be too much.

Chair closes the Workshop at 17:39.

Friday, 13th February 2026

10:00 – 12:00

ELSA Websites

Participants' list:

Kat Bonello (KB)	International Board
Tommaso Giordano (TG)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Mirna Ivanković	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Jakub Ławrynowicz	ELSA Poland
Caisa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Vice Chair opens the Workshop at 10:07.

Vice Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

KB presents the group work and divides the workshop into groups.

Vice Chair: I now give the floor to Group 1 to present the group work.

Group 1, ELSA Denmark: We started with the ELSA Finland Website. We like the section to join the local groups. One weakness is that the “news section” is outdated, it says “apply now to STEP”. With regard to ELSA Denmark, we liked the quality of the Board Pictures and that the ELSA CV of each board member is under their name. A weakness of ELSA Denmark’s website is that some pictures don’t load. On the ELSA Poland website, we like the map that shows all of the local groups. ELSA Czech Republic - they co-host all the local groups on their website, which we like. The ELSA Greece website shows all the logos, but no photos. Some pages don't work.

Vice Chair: I now give the floor to Group 2 to present the group work.

Group 2, ELSA Germany: On the ELSA Website, we like that there are different topics and that everything is connected. You can navigate to the respective project. I personally like the darker blue more. The ELSA Germany Website lacks an English description of every project. When you are scrolling through the Website of ELSA Denmark, the panel on the menu stays on top when you scroll, which we liked. You have a great overview. To have statistics on the website is beneficial because of the sponsors and they are easy to understand. Overall we said having pictures is always nicer, especially pictures with students on it. In some websites there are violations with the clear space which is not good since partners are looking at it. We really liked websites which are interactive and very animated. We also like the idea of a calendar with upcoming events and the synergy blog being easily accessible.

Vice Chair: I now give the floor to Group 3 to present the group work.

Group 3, ELSA United Kingdom: On the ELSA International website, we like the overview of all the projects, but the writing could be a bit bigger so you feel more encouraged to click on it. When you click on the different projects it looks nice, but externals would not understand what the different projects are because of the lack of general information. We think it could use more pictures in general, to create a better understanding of the network. The UK website - we have a section for upcoming events, which we like. The ELSA Norway website - we like the map of every local group and that it will send you to each local website.

ELSA the Netherlands: What we saw from Apple in comparison, they have much more pictures.

ELSA Germany: The ELSA Delegations website, we could use the branding materials for each project on the different descriptions/pages on the projects.

KB presents.

Vice Chair: I now give the floor to ELSA International to divide you into groups for Group Work.

ELSA International divides the groups.

Vice Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents.

Vice Chair: I now give the floor to Group 2 to present the group work.

Group 2, ELSA Germany: When you go to the ELSA Law Review page right now, the first thing you see is "Help for Ukraine." That makes us look like a political association, which we don't want. What we actually want is for the page to feel inspiring – to show the size and impact of what we do. Maybe by using big pictures, like a photo from an ICM plenary, or even a video. The whole design should feel modern, engaging, and dynamic. People should immediately sense that this is a student-driven organisation. And visually, it should be inclusive – not only pictures of men. Visitors should get the

feeling that they can find everything they need right there. From an officer's perspective, security is crucial – the website must not be hackable. Then, something that definitely can't be missing: at the start of each page, there should be a short explanation about the respective project, especially now with all the AI developments. It's also important to have the board pictures first, before all the individual ones. Navigation between the EITs should be easier, and you should be able to click on board members to read more about them. The branding of our projects should be visible and consistent – people should quickly understand what ELSA is and what we do, without having to dig for it. It would be great to have a small history section too. Instead of just showing country flags, a network map could visualize our presence – but preferably without borders, to avoid political issues. If we do use flags, the country names should be clearly visible. On the main page, we'd like to have something that connects to current news or synergy updates, along with new photos. Technically speaking, there should be a clear button that takes you back to the homepage, and the website's mobile speed really needs improvement. The buttons should clearly show what they lead to. And please, no brand book violations – only the correct ELSA logo, proper clear space, no distortions. The "Contact Us" page could also be more engaging and interactive. About the search function – please make sure it doesn't show any "Lorem Ipsum" placeholder text. And if someone searches for something that isn't found, there should be a proper message, not just a blank page. A website we really like and get inspiration from is akcisek.cz. For our site, it would be great if visitors could easily learn more about our projects, about ELSA, and our main areas of work. We also need stronger links to our real social media pages. On each project page, it would be helpful to show the previous calls, display updated testimonials, and have a clear contact person directly on the page – maybe with a photo. We also want the Philosophy Statement to be easy to find. The "About ELSA" button is especially important, especially in times of AI. Under that, we could include subtopics like International Board, History, and a link to ELSA Alumni. When it comes to navigation, we'd prefer a simple and clean menu. You click a box, and the project opens – but new projects could open in a new tab. For the mobile version, it should be even simpler, to ensure a smooth user experience and better accessibility overall. And visually – we thought adding some vertical text could look really nice and give everything a modern, stylish touch.

ELSA Czech Republic: If you click on some link, it opens in the same tab. It's more of a technical thing but I think it is better if it opens in a new tab.

ELSA Sweden: A good example is in the first page when you can see interactive pictures. It expands your knowledge, it looks very inspirational.

ELSA Czech Republic: On some pages it says "STEP", instead of ELSA Traineeships

Vice Chair: I now give the floor to Group 3 to present the group work.

Group 3, ELSA Norway: The ELSA Website should feel dynamic and visual, yet clear and easy to navigate. It's a fine line, because we don't want it to be too minimalistic, but still not too much. We also want a clickable map that sends you to each group's website, like on the ELSA Norway page. We also want more pictures that show the scope of the network better. Also pictures of women, not only men. It would be nice to have more general information about the different projects, for external people and applicants who don't necessarily understand everything as well as we do. For example when you click on

ELSA Traineeships, you only see the countdown. It would be nice with some information about the project. Then we searched for some examples of different things we liked, and we want it to feel more organic.

ELSA the Netherlands: We also thought it could include videos. I think it is more interactive.

ELSA Norway: We think the name and basic information like our vision and mission should be visible on the website immediately. Fewer sections in the beginning, but once you click you access more information. We think a strong mobile experience is important for accessibility as we use our mobile phone all the time. Should be able to scroll through every section, since it's the motion we are used to. The quality should be the same for mobile and laptop. The current website has a lot of empty space and text disappearing.

ELSA United Kingdom: It is from left to right, on the left the text disappears. Then it is a black and white photo.

ELSA United Kingdom: We got told to change the number of countries from 44 to 41, is that changed on the ELSA International website as well?

KB: There are so many pages and a lot of missing information on the current website, and it is hard to navigate where everything is written and to change it.

TG: That's the reason we want to change from scratch.

Vice Chair closes the Workshop at 12:18.

13:00 – 15:00

AI Guidelines

Participants' list:

Hedin Ragnfred Indregård (HI)	International Board
Rodrigo Prelhaz (RP)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Mirna Ivanković	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Caixa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Chair opens the Workshop at 13:03.

Chair passes the floor to ELSA International for the presentation.

HI and RP present the workshop.

RP presents the Artificial Intelligence Guidelines for ELSA Delegations.

Chair: I now give the floor to ELSA International to divide the group work.

HI and RP presents the first group work - AI in applications for ELSA Projects,

Chair: I now give the floor to present the group work.

Group 1, ELSA Sweden: The value of having one general guideline for AI. The delegations could be applied to other projects for the application. Maybe it should be its own guidelines for officers use, but in the officers portal and not available for externals, for the applications for EIT as well.

About the limit for what use of AI we should allow, spelling and grammar should be ok, but when everything is generated it is not. Should we value other things higher in application letters? We could ask more personal questions in application forms, so it is harder to use AI. We spoke about sanctions for AI use in applications and since it is hard to detect AI use. If we suspect AI use we could give lower points. I think people would be afraid to use AI in the first place.

RP: I agree with rethinking the value of motivation letters. The letter does not have as much value as the interview for applications for EIT for example. In ELSA Delegations, we use more than one AI checker. They are not always reliable. How do you feel about sanctions when a letter is clearly heavily generated by AI? With practice you start to understand what is AI generated and what is not. Thumbs up = exclude the applicant, take them points on the grading, or thumbs down = nothing happens

ELSA United Kingdom: I think it depends on how AI is used. Whether the personal ideas are generated or not.

RP: Say it is a heavily, primarily generated motivational letter.

ELSA United Kingdom: If it is not personal, do not exclude them. If it is personal, exclude them.

RP: People who use AI are usually not the best applicants either way.

ELSA Germany: For applications this could work, for competitions and in the written phases, I think you have to be stricter.

Group 2, ELSA United Kingdom: Definitely a need for guidelines for other projects. The AI guidelines for Delegations are good and can just be adapted to the projects. Competitions do need different guidelines. In marketing: Okay to get ideas, the beginning phases of materials etc, but not to create the actual materials. For applications: Important to capture the authenticity in order for us to assess the real motivation of the applicant. AI should not be used to form or create any ideas. Add a declaration and question to application form whether and how AI was used

ELSA Germany: I like the last point because it gives an overview of how much AI is actually used.

HI: Yes, the transparency is already mentioned. It would give more leeway for good AI use.

RP: Regarding the brainstorming I completely agree with you, it should be personal ideas. My point of view, in the guidelines we meant if there is a creative block, it could be used.

ELSA Denmark: Should people use AI to translate a document - would it be legitimately use of AI?

ELSA United Kingdom: No, but there are different levels of English. I don't think you should copy paste. Sometimes people translate paragraphs. There are people who have a completely different level on English

ELSA Germany: If a person who does not write good enough English, they aren't a good applicant for ELSA Traineeships or ELSA Delegations either way.

Group 3, ELSA Czech Republic: The Delegations guidelines are quite good. Good idea to expand them to law schools. The law schools are a big project. It is natural that there should be some AI guidelines. The guidelines offer more space to use AI than some of us think is ok. AI should mainly be

used for spelling checking, and checking your own translation for mistakes. These are the most acceptable ways to use AI.

Chair: I will now pass the floor to ELSA International

HI presents the second group work - AI in our work as ELSA officers.

Chair: I now give the floor to Group 1 to present the group work.

Group 1, ELSA Germany: Discussions about the need for a guideline to raise awareness of the problem. However, guidelines would be overregulating it, just at ITM and the first Open Call, raise awareness that we expect the officers not to use them in this and this situation it was an idea to incorporate it in transition. Use AI to simplify work - it's important to be able to use AI, for most of them it is not a full time job and we still want to have a life. If we have some way to make it easier, why not. Potential Issues could be GDPR for Dictate which one could use or giving it personal data

Chair: I now give the floor to Group 2 to present the group work.

Group 2, ELSA United Kingdom: We spoke about how we use AI in our work now. Drafting e-mails, Workshop names, icebreakers, Translation, Board Meeting Minutes, etc. We think we could have general guidelines, not necessarily just for officers - ELSA AI guidelines (EAIG). The challenges as ELSA officers when using AI is Data protection, Applications, Working with locals, e.g. drafting documents

Chair: I now give the floor to Group 3 to present the group work.

Group 3, ELSA Czech Republic: We mainly talked about data protection as an important matter. There is a need for AI guidelines for data protection matters, The Data Protection handbook is quite long and mainly for SecGen. Shorter and more general guidelines for officers might be a good idea. I agree with group 1 and group 2 as well.

Chair: I now pass the floor to ELSA International.

HI presents the third group work - AI in the marketing of ELSA,

Chair: I now give the floor to present the group work.

Group 1, ELSA Germany: You can use it for Captions and see how a post would look at the feed, also asking for advice which colour should match, helps with details. You shouldn't use it for generated pictures because of copyright issues. We shouldn't use AI to design the ELSA logo, also faces have to be based on a real person. We discussed regulating it and we didn't see where it would fit into the brand book. It should not always be the first step to regulate in the Decision Book if you are seeing an issue. And again addressing this issue in ITM/ Open Calls or the Officers AI usage guideline.

Group 2, ELSA Norway: The same rules as we discussed earlier should apply to marketing to some extent. It should not be used to generate something completely. However, it can be useful for

brainstorming, marketing planning, etc. For marketing specifically, authenticity is important and it is very hard to sell something you don't understand yourself. We think general guidelines for AI use are great. It needs some sort of regulation as it is growing quickly, but not specifically just for marketing. At the same time, this should not be overregulated as overregulation often creates more problems than it solves.

ELSA United Kingdom: We discussed that you could use AI more creatively in the marketing, but not to generate something completely. You could use AI to show that in an advert. When it is AI related you can maybe use it for creativity.

Group 3, ELSA the Netherlands: We agree with everything mentioned. There should be some regulation for Marketing. Especially, there shouldn't be any generated pictures. It could be good to use it for captions as I know some do.

RP: Question to everyone. You mentioned regulating this. Would you like to have this in the brandbook?

General opinion is no.

ELSA Finland: I do think overregulating this is unnecessary. I do think currently there are reasons to use AI in MKT. Training would be far better for addressing this issue.

Chair: Are there any further questions or inputs?

No further questions or inputs.

Chair closes the Workshop at 14:58.

15:30 – 17:30

Breaching Regulations

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Mirna Ivanković	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Jakub Ławrynowicz	ELSA Poland
Caixa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Vice Chair opens the Workshop at 15:35.

Vice Chair passes the floor to ELSA International for the presentation.

ELSA International presents the workshop.

GM presents the relevant points from the strategic plan.

LN presents the breaches.

ELSA International presents the first group work and divides the workshop into groups.

Vice Chair: I pass the floor to group 1 to present their work.

Group 1, ELSA Germany: We talked about the different mechanisms that exist in the national groups. For example, in the Czech Republic, they can take away one voting right, and under the Multi Partner System, a group might receive less money as a consequence. They can even remove all voting rights if the group doesn't fulfill its obligations before each NCM.

In Germany, the approach is a bit different – there, the groups have varying numbers of votes, so losing votes is the main form of sanction but in any case you have 5 votes always left. They also have a “naming and shaming” system, which works both ways: each side can present potential breaches from the other.

In Finland, it's more theoretical. They can issue a written warning or impose a monetary sanction – up to 50% of the membership fee paid to ELSA Finland. But before that happens, the local group must first be

warned and given the chance to fix the issue. ERR breaches don't result in sanctions, and they prefer using preventive measures, like sending a message or reminder first.

In general, we all agreed that sanctioning things like Brandbook violations would be too extreme.

ELSA Czech Republic: Regarding the first rule in the Czech Republic - the board instructs them to change the problem. They have two days to do something with it, and if they don't they can lose another voting right, so it's actually 2 voting rights. We can also expel them.

ELSA Czech Republic: The marketing is also under the general motivation system.

Vice Chair: I pass the floor to group 2 to present their group work.

Group 2, ELSA Poland: In the event of a breach of the regulations, we let local groups know via messenger of WhatsApp - mostly in marketing - sending mails to partners, breaching brandbook. It is hard to control by the National Board members. In Poland we have auditors - a body of 3-5 people who are experienced in BEE, IM, FM. Those are former presidents, secretary general and Treasurers, sometimes other positions are represented as well, but this body is focused on supervising records of every local group and national group once a year. They pay attention to not only breaching ELSA regulations but also breaking the polish law, especially in terms of taxes. They control not only paper but also electronic records - google disc.

Afterwards, the auditors prepare a draft of the report from every visit to the local group and then the controlled board can do an amendment in 14 days - for example when they do not agree with something or they found the missing documents.

Later on, auditors publish the protocol and report on our mailing list so everyone can see what mistakes particular local groups and members of the board made. The severe mistakes are highlighted in the report.

And finally, last resort -when breaches are even more severe - auditors can start a discussion at our National Council Meeting whether a particular local group should exist or not anymore. And then we vote. Also, when someone's action is not compatible with our ELSA vision, local or National Boards can exclude them from association. For example it happens for not paying membership fees. At first a Treasurer warns them and after 14 days can exclude them from the association. Of course it is also a last resort - so firstly we check why they haven't paid - maybe there was a reason, personal financial situation for example. Peer Tribunal - older members, often former Human Resources can do mediation between people who are breaching the code of conducts. When a member is committing severe breach - they can be excluded from the association. ELSA Zagreb has a Supervisory board: they can receive complaints from outside sources on the work of the board (national and local level. For consistency measures we would inform the local groups making sure that there is a template for what to write in contact with them.

Vice Chair: I pass the floor to group 3 to present their group work.

Group 3, ELSA United Kingdom: A lot was mentioned already, but mainly it is Marketing. We also talked about the most common types of breaches we see across the network. They mainly happen in marketing or in the area of external relations, and sometimes they're simply about missing deadlines – for example, not submitting the StoN before the NCMs, which affects the General Assembly. There are also occasional breaches of the Code of Conduct.

When it comes to responding to these breaches, it really depends on the type and severity. The first step is usually a warning and identifying what exactly went wrong, often combined with some guidance from

ELSA International. In more serious cases, there can be consequences such as the removal of voting rights, removal from the network – meaning membership exclusion – or even blacklisting.

We also discussed preventive measures. These include having open calls and accessible information, proper training, ensuring smooth transitions between boards, and also implementing approval systems – for example, an approval system for marketing materials, or the CAF system, but with a 72-hour turnaround rule.

ELSA Czech Republic: Regarding the motivation system - Maybe 3 years ago we used it to remove votes, it is mostly just warning. We rarely go to the last resort.

ELSA Sweden: Common breaches in our groups are on social events, both local and national. If someone doesn't pay, they get a reminder på by the FMer. If no payment is received they will be called, and if nothing is done they can be excluded. We talked about social events also at the local level. Step 3 is the expulsion as a last resort.

ELSA Georgia: This is the case in ELSA Tbilisi as well.

ELSA Sweden: In Sweden, we also have breaches, but even though it's not formally regulated, we follow a very clear structure for how to handle them. First, we discuss the issue. Then, if needed, we move to a meeting with the parties involved. After that comes negotiation – if they don't agree, we go into mediation. The next step is a warning.

To adapt this structure more broadly, step two would be an open discussion, step three negotiation, step four mediation, step five a formal warning, step six a possible sanction, and step seven always includes corrective tools. The goal is to actively support and guide the groups – we try to “catch” them early through education and teaching for the local groups in general, so they can avoid breaches in the first place.

ELSA Czech Republic: You have a sanction mechanism, but it is not regulated. How would you enforce it?

ELSA Sweden: The sanctions would only be for breach of Code of Conduct and External Relations Regulations.

ELSA Finland: You said in Sweden you have quite often breaches? What kind of breaches do you have?

ELSA Sweden: Marketing, voting rights, some External Relations breaches, but not very serious ones.

ELSA Czech Republic: What is a breach of voting rights?

ELSA Sweden: OYOP, Financial payment and generally obligations for voting rights like that. We had a situation regarding this at one of our NCMS.

ELSA United Kingdom: We had a similar situation. Even though we communicate quite often .

ELSA Germany: We have a deadline to submit. I think it's one or two weeks before the opening plenary. They still get the sanction even if they pay before the plenary.

LN: If this keeps happening, why do we have the regulations? The deadline should be respected.

GM: It happened when I was a national President. The deadline was not respected. The question is this case is quite exceptional but they can happen. The same for the MKT rules. In nine cases out of ten they will say sorry, the problem is the one that doesn't do it.

ELSA Sweden: We try to catch them early in the year. It's not ignorance, it's more lack of knowledge. Some breaches happen often, but it is often because of lack of knowledge about the regulation. Not ignorance.

ELSA United Kingdom: We try to find a balance between the regulation and the atmosphere at the NCM. It's difficult to balance it.

ELSA Germany: Personal question to the ELSA International, Is there a deadline to submit the obligation in order to get voting rights?

LN: The statutes say you have to fill out the National Group Report in order to get voting rights. The Decision Book says the call for the National Group report opens on the 1st of August and closes on the 31st of August. You should submit it in this timeframe. Technically you are breaching because the call closed, but no regulation says that you can't submit after the call.

ELSA Germany: Personal question: Why don't you just put a deadline?

LN: In Dutch law even if they do it later they technically still get their voting rights.

ELSA Germany: You could give them at least then one vote. And remove one vote.

LN: I agree. National groups have this system.

ELSA Czech Republic: Was there at any time considered if breaches by a National Group could lead to not getting the EDF?

LN: This has been brought up. We have quite many instances when they are intertwined. ELSA is the founder of EDF. In my opinion, this should not be an issue. Another question is if a local group still could receive if a national group does a breach

ELSA Czech Republic: local groups should put their national groups in order. There is some rule of not getting EDF support, if the local groups are against these breaches.

LN: The question is - because they have to apply through the national group, would they still be able to do it.

ELSA Czech Republic: I misunderstood.

GM: Think about this during the next group work.

LN presents the second group work.

ELSA Germany: It has to go both ways. National and local groups can breach them. All three stages have probably done breaches in the brand book. ELSA International can also breach the regulations. Having a way to sanction National Groups and Local Groups is easier than finding a way to sanction EL. the EDF solution would not.

LN: That's why we have the categories. Voting rights do not apply to ELSA International. For that the EDF idea could be done. Maybe for the brand book it would be possible. Try to think of all the different aspects and possibilities.

GM: Think about the differences in breaches - the brand book, what is a minor breach and not?. For the remark of ELSA Germany, it's also good if you come up with some solutions. You as a National Board and the local groups - there is a different relation. We are elected by the council. It is a sanction to not be trusted as well.

LN divides the workshop into groups and the workshop proceeds with group work.

Vice Chair: I pass the floor to group 1 to present their group work

Group 1, ELSA Germany: Breaching Regulations – International. I believe that not all breaches should be treated the same. Brandbook violations are not serious and should be addressed through warnings, additional training, and discussion rather than sanctions. If violations occur repeatedly and warnings or consultation with the National Groups do not lead to improvement, naming and shaming could be considered as a last resort. I consider issues related to voting rights to be more serious. If documents are not submitted on time, a temporary reduction of voting rights could be considered, provided this is compliant with Dutch law. I also agreed that the EDF solution would not work for the Czech Republic, Finland, or Germany. Financial penalties are, in my view, not the best approach, as they are difficult to manage. Technical breaches are not very serious and should primarily be addressed by offering support instead of sanctions.

ELSA Finland: Taking away EDF support takes away the purpose of EDF.

LN: The idea was presented with the question - how would it work? If the local group is not the one responsible for the breach. Would you prefer that the local group can't apply either. So that is out. For the late sending of the report it is only the national group

ELSA Finland: I still don't think it would be the right choice. Human resources and bad transitions could be the reason for the problems in a national group and in that case they would need the EDF.

GM: The idea came also because a few groups mentioned a system paying their locals. And this could be suspended. We don't but we have a system to apply. This would be the consequence that they cannot apply. I don't think that it will be against the goal of the EDF. The idea is to promote ELSAs value, and the money is provided to support groups struggling to promote ELSA International, etc.

LN: To build on Gabriel. First you could take away a percentage of the fee. A solution so people don't lose the ability to apply for EDF could be to apply for less.

ELSA Finland: The punishment would be minimal.

LN: Just an example of a solution, we don't have to discuss the percentage further.

Group 2, ELSA Croatia: Our group agreed that we should be as lenient as possible. They should not be treated the same. There is a difference between marketing, technical breaches, etc.. The consequences should definitely vary in severity. We thought that the whole board that is in breach should be informed and given a warning with an explanation on the breach and how to correct it, the possible consequences, etc. If breaches are repeated, they should follow the nature of the breach. The possible consequences are connected with that part. If there is a possibility of a financial obligation, it could be the last resort. Should be consistent with what breach is given what sanction.

Vice Chair: I pass the floor to group 3 to present their group work.

Group 3, ELSA United Kingdom: Not all breaches should be treated the same. Sanctions as such would be proportionate in specific circumstances, however, it should be taken case by case, the International Board should have a discretion guided by proportionate and objective criteria and certain aggravating and mediating factors that can be regulated in order not to face the risk of overregulation since each situation, group, breach, etc. is different

ELSA Czech Republic: The regulations have to be objective for everybody. The seriousness could be considered on the matter of duration, the number of breaches. The financial punishment, we had a disagreement. I am generally against financial punishments, but exceptions for the most serious cases. The number of offences could follow by removing one voting right. The national group can appeal to the other board.

ELSA Sweden: We identified which sanctions could be used. We only came up with financial sanctions, being blacklisted, and very serious sanctions. Financial sanctions are very serious, as well as losing voting rights, and they are only applicable for very serious breaches. Has to be a case-to-case evaluation, and if the breach is because of lack of resources or knowledge or not. We discussed many small breaches leading up to more serious ones.

ELSA Germany: I see your point but having smaller breaches adding up to a bigger breach would be unfair to bigger national groups with more local groups but it is easier for them. National groups that don't have local groups are easier to control for them. Then it becomes really fast a bigger breach.

ELSA Czech Republic: You can argue that the bigger Ng has a bigger impact on the ELSA network. The objective factor can be the number of local groups.

GM: I agree. Question - would it be appropriate to have a system like this: if a group has a breach, if you prove to us that you are doing the measure - we will automatically stop you to have the worst sanction. A system of if a German local group does a breach, if you prove to us you are doing the measure, we will avoid the worst sanctions?

ELSA Germany: I see that point. We are going to keep some kind of pressure for the national group. I still think bigger national groups have a bigger impact since we are paying more, but at the ICM we are equal and have the same voting rights.

Vice Chair closes the Workshop at 17:40.

Saturday, 14th February 2026

10:00 – 12:00

Alumni

Participants' list:

Gabriel Marti (GM)	International Board
Kat Bonello (KB)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Caisa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Chair opens the Workshop at 10:04

Chair passes the floor to ELSA International for the presentation.

GM and KB present.

KB presents the group discussion and divides the workshop into groups.

Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents their work (ELSA Finland, ELSA Germany, ELSA UK and ELSA Sweden)

ELSA Finland: In Germany, a national alumni association exists. Not legally part of ELSA Germany. The alumni bring in a lot of money that local groups can use for example for SV. In Finland, alumni are a sub-committee within ELSA Finland, alumni are members of ELSA Finland without voting rights. In Sweden, there is no association, but only a facebook group. In the UK, no alumni association exists yet, but they are trying to create one. Alumni can be useful, but often they bring outdated ideas to the NCMs. Workshops and plenaries are more difficult. It's good to have a separate programme for Alumni

ELSA Czech Republic: What is the participation at events in Finland?

ELSA Finland: Average participation is low, around 1 or 2 members. They only host the plenary, but are not active in workshops etc.

Chair: I now give the floor to Group 2 to present the group work.

Group 2 presents their work (ELSA Czech Republic, ELSA Denmark, ELSA the Netherlands, ELSA Austria)

ELSA Czech republic: Only ELSA Denmark has a national association which was created in 2024. Each local group must have one alumni representative and a board member. They have a mailing list for alumni and some events, like wine tasting.

ELSA Denmark: They are also invited to our NCMs, but they only come to socials and plenaries, not workshops.

ELSA Czech Republic: In the Czech Republic, we don't have an alumni association. Every member is an alumni after 5 years of the beginning of their membership. We have a director for alumni on the national level, who plans some events for them, such as trips to breweries or bowling. Alumni members are also trainers and on our NCMs as well, and there are usually 5 or 6 participants. They have their own social programme.

ELSA the Netherlands: We have an alumni network, but only some local groups have a link to registration at their websites. We have an advisory board for our National Board and Local Groups, and they want us to have an event for them. We are currently trying to plan something.

GM: The case for the Netherlands is that a huge part of the Dutch alumni are part of the ELSA alumni group. One fifth of the people in Split were somehow connected to the Netherlands.

KB: I think they were involved with training for ROLE as well.

ELSA Czech Republic: In Austria they have to register, and it is not an active community.

ELSA Austria: We don't have any social events. There is no close connection to the alumni but I know that we have a registration form on the Website.

Chair: I now give the floor to Group 3 to present the group work.

Group 3 presents their work (ELSA Norway, ELSA Greece and ELSA Czech Republic)

ELSA Norway: Our networks are organised a bit differently. In Greece, they have a more structured association with a board, but in the Czech Republic and in Norway it is more so an informal community. We all reach out to them for venues, help, advice, guidance, etc. and we invite them to national events. In Greece the participation is generally high, and they give speeches etc, but not always in the role of alumni. In the Czech Republic, participation is generally good. In Norway the participation is generally low, so we do have an active focus this year on strengthening the alumni network. For ELSA Oslo's 40th anniversary

the participation was very good, so that shows that there is an interest for some types of events. Also managed to get some in our OC for JHJMCC RR in Oslo. So we believe it is all about doing events in formats that appeal to them. We all do or plan to do alumni events to use them more actively, and we agreed on the positive value they bring to our association.

ELSA Czech Republic: In the Czech Republic we have lively, but small communities. They participate in workshops, but in contrast to Greece, they are not active in partnerships with us etc.

ELSA Germany: The members of ELSA Alumni, is that usually former members of the National Boards or from the ELSA International Team and the International Board?

GM: Less people from the International Board and the ELSA International Team, and more so people from National Groups. The two previous presidents of ELSA Alumni were in the International Board. 2 out of 8 right now on the board have been in the International Board.

KB: It's problematic because they don't really have a focused scope. They all have different experiences of what ELSA is. Their interest is not as focused as it could be.

ELSA Germany: The problem sometimes in Germany, is that there are ELSA alumni who have been engaged for a long time, but it is hard for them to pass it on to the next generation. There are people in the ELSA alumni that have been engaged with ELSA for a long time and it is hard for them to leave it for the new alumni connection.

GM: The relations between ELSA and ELSA Alumni has been a bit problematic. Now, the current president is easy to work with and is open to new ideas. The reason for this workshop is to maybe decide the direction we want to go. Some are very set on the way they think things should be.

KB: There is also some conflict within the Alumni members themselves. They did a lot of funding for the new association and they didn't see their money come alive in the association, so many also stopped being involved because of that. The concept of ELSA Alumni is to be involved internationally. The number of active people is low, but it should be high considering how many we are. In Split there were a maximum of 50 people.

GM presents

GM: How should Alumni be involved? How can they support?

ELSA Germany: There is a huge potential on the financial side. In Germany, the ELSA Germany alumni association has a speaker database. We try to revive it, as it has not been the collaboration we would like. Very good for especially S&Cers. An international speakers database would be interesting for both National Groups and Local Groups, but also for the Alumni themselves. The alumni connection wasn't that good as well, but we are talking about making projects. There may be younger alumni who want to push their CV.

ELSA Finland: Two different things. One is the connections we could use them for, we can use them to gain partnerships. In Helsinki, Annu helped us with that. Another thing is for training national officers, especially in complicated areas like FM for the use of complicated softwares for example. They could assist negotiations for BEEs as well as they have more experience.

ELSA Greece: We use our Alumni for legal professionals, if we need a lawyer for example. We also use them for sponsorships, venues, speakers, judges for competitions, and in general their connections. We have alumni that have connections with academics who can help us when a judge for competition falls out, for example.

GM: How could this landscape be improved?

KB: On an international level, how do you want it to be improved?

ELSA Denmark: We don't know exactly who some of the alumni are. It would be nice if we would be able to locate them and get access to them. We could use the network in a more efficient way. I don't know exactly how that works in practice but we could find a way to get access to them.

ELSA United Kingdom: In the UK we don't have a network, but we want to be in touch with the alumni. When you contact a law firm, you don't get a response. We are hoping that through this network we get partnerships. Alumni would have a more emotional connection to ELSA. We want something separate that works, and not something on a national level that puts more pressure on the National Board.

KB: From an information perspective, do you have a list of people who were on your board from the beginning?

ELSA United Kingdom: We have a list that goes 10 years back. On our website we have all the boards listed.

KB: In general, this is an anniversary year, this information should be connected. The knowledge and contact could be lost if not.

GM: We have an alumni sheet with everyone. Basic info you also can find on LinkedIn. That's the first step if you want to work on this.

KB: We have some issues. For the ELSA International Team, we don't know who they are. People also get really exclusionary. At least to get recognition in their network from the next generations.

ELSA United Kingdom: Your spreadsheet - how do you make sure it is GDPR compliant?

GM: All the info is public information, but we can ask Lucie for a more detailed answer.

KB: How could an alumni structure be created and maintained? What do you think has worked in the past and how do you think this can get started?

ELSA Czech republic: It's important to reconnect with those we lost contact with. The anniversary is a good time to reconnect. In our experience, there were around 50 alumni. We tried to reconnect them but it wasn't really successful. The anniversaries are really good potential to connect. The second thing is that it is important to stay connected and plan events for new alumni. You are creating the network from the beginning.

ELSA Finland: The first step is to search for information. In ICM Helsinki we wanted to include the Finnish alumni network. We went through minutes, archives, documents etc. We learned that there is a Whatsapp group with over 100 alumnis.

ELSA Germany: It has to go both directions. Providing the structure for it. And from the bottom. The alumni in Germany grew from the local alumni. At the local level there is still huge knowledge about local officers, connections, universities, etc. We can provide the structure to it, but sometimes you need the local groups as they maybe have some info we don't.

GM: We also noticed many alumni just want to gather with their old friends and communities, etc. Anniversaries are good for gathering people, but not everyone wants to do events. There are some people who don't even join, they want to know what is going on.

KB: Is there a need for a structured alumni association, or do you prefer a whatsapp group / informal structure?

ELSA Finland: Do you mean on an international level or national?

KB: Both.

ELSA Greece: On an international level it is harder. It is harder to travel to all the meetings for example. When you first start being a lawyer it is really hard to travel a lot. In Greece our alumni are quite young, and they want to work with us and help us. I think that we will continue going to events after we finish. If the next board has a conference, I will be there to help. That is the minimum for me.

ELSA Germany: In Germany it's a mix. For locals it is similar to the situation in Greece - they go to alumni events etc. On a national level, people want to take a rest when they are finished, and you try to leave it for your successors. Still, it's easier to become an alumni of the national alumni network because they have a stronger emotional connection and feel like they can contribute more to the community they came from.

ELSA Czech Republic: In the Czech Republic we have local level events that keep the alumni network lively and attract new people. For ELSA alumni, an idea could be to change the image of the association, and be more open.

ELSA Germany: I agree. Another point is to somehow connect the people. Most people are still studying after they finish ELSA. We should have a free membership fee until you reach 27 for example or until you are done with your studies. In Germany, you don't have to pay so it's easier to stay in the network. We try to keep the younger members connected to the association, if it's a stable connection it's easier for them to understand the organisation for years as well.

GM: Good points. We also debriefed this and want to present some ideas.

GM and KB present:

- *Creating a structure to connect with Alumni of the generation 2000-2005*
 - *WhatsApp chat*
- *Small financial contribution, possibility of contributing more, on a free will basis*
- *ELSA Alumni as an umbrella association*

ELSA Germany: I like the structure, but I see a high risk of having a competing system to ELSA Alumni. This would probably need two to three terms to make it work. If we were to build the same structure in Germany as a National Board, I see a high risk of it competing. I see a huge administrative part: the ELSA International Team would need to expand as well. Best to give this to ELSA alumni to

build this themselves. I personally would prefer Whatsapp channels. Especially those National Groups who have their own ELSA Alumni as a unity.

GM: I agree, that's why we want to involve ELSA Alumni with this. We want to collaborate with them from the beginning. It's a way for them to get more members through us, and give them the opportunities they actually want. For the administrative things, it will be a bit heavier, but we could open a team in the ELSA International Team. I already have an administrative task with this.

ELSA Sweden: This is a very good idea. I suggest an alumni portal on the website, that would take away the EIT issue.

GM presents

ELSA Germany: To sell the project, if there is a contribution, half of it goes to support ELSA International, but the other half goes to the EDF. In that way we know the money supports both ELSA International, and the National Groups and Local Groups. A fair solution.

ELSA UK: I agree with the contribution solution Germany suggested. You pay less if you are a younger member. Also a life membership possibility. Just a thought.

Chair closes the Workshop at 12:03.

13:00 – 15:00

HR across Areas

Participants' list:

Tommaso Giordano (TG)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Caia Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Vice Chair opens the Workshop at 13:05.

Vice Chair passes the floor to ELSA International for the presentation.

HI presents the workshop.

HI: What makes us engaged in ELSA?

ELSA Finland: Personally, for Finnish officers, the international aspect is what makes it attractive. The locals who have attended IIMs have stayed longer than the officers who have only seen the local aspects.

ELSA Sweden: I agree. There are two different sides: the CV and job aspect, and also that young people want to be engaged in something, find communities and friends who have the same interests.

ELSA Czech Republic: The international aspect. Also experiences are attractive for employers. The connections and the events

ELSA Denmark: In Denmark it is attractive to be a local officer. For the National Board it is hard to recruit if they have not attended IIMs. The workload might be a factor. The locals feel more connected to their friends and their universities. Maybe it will be more interesting to be in the National Board after this year because we focused on the cooperation between local and national

ELSA United Kingdom: I agree. The international events are attractive, a lot of people have not experienced anything like that and they don't know what they are missing out on until they join IIMs.

ELSA Finland: There is also another side to the question. A big reason is that ELSA can be expensive, and it might affect the recruitment and attendance at IIMs. Not everyone has savings and can afford to travel to IIMs

ELSA Germany: I agree. From a German perspective, there have been prospects for the National Board that have decided not to run because of the finances. Our National Board does not make a lot of money, way less than the International Board, which is one of our biggest issues. It's unattractive to pause your studies and not make money.

ELSA Greece: It's a lot to balance, and you are not able to do everything. In our country ELSA can be very elitist and formal, which can scare people. We try to connect that gap with other people.

ELSA Czech Republic: Sometimes running for the National Board, it's the second year in ELSA and people might be tired. There might also be personal conflicts that scares prospective officers away.

HI: Some of the things mentioned, we can work on. The workload is very high, almost a full-time job. I also want to know what you think about the things that we already do have. I want to hear your opinion about what already makes ELSA attractive?

ELSA Germany: On one side, you can highlight the network, both national and international. Also the history of ELSA. We can address the stress and mental welfare more. We expect a lot from each other. That can make being an ELSA officer unattractive.

ELSA United Kingdom: Something that makes it attractive is that we don't only focus on giving opportunities to members. We provide other opportunities like international relations and human rights. We give back to the community as well. Full circle organisation.

ELSA Germany: I want to elaborate on that. ELSA offers every law student something. Not just social events, but also academic activities, competitions, international meetings, in general a broad prospect.

ELSA Finland: Recruiting new members, many students miss out on our opportunities. Sometimes we explain too much - regulations, standing orders, responsibilities, etc. I understood ELSA far later, when I joined the board. We struggle to explain ELSA to outsiders.

ELSA Norway: It is hard to explain what we do in easy and understandable terms. People understand it better when they see what we do on social media and how much fun we have when we are all together.

ELSA United Kingdom: I agree with that. When we organise projects it is important that everything is executed perfectly. But sometimes we forget the human aspect of it, which is the most important thing. You have to find a way to litigate that.

ELSA the Netherlands: For us, we need to highlight how much we have to offer. That certain Universities offer different things. We really need to push that on the Marketing side. It is important to highlight the different aspects.

ELSA Denmark: When we have our fall NCM we make sure to tell our Local Boards to try to use as simple terms as possible when they are having their information meetings. We explain exactly what each position in the board does, rather than just using the title. We explain the complicated part early on.

ELSA Sweden: We haven't had a problem with people staying in the network. The problem is more so recruiting. We only try to sell one thing to every person. for example social events for the people who are interested in that. Once they are recruited, they stay.

TG: International events are important to us. The fact that some feel like ELSA is elitist, that's a problem for the IIMs i think. For SELS and WELS for example, they are not very expensive for what you get. We need to find a solution for the IIMs. If they are attractive, it is easier to recruit. Accessible events help to recruit people - to National Boards, the ELSA International Team and the International Board. I agree that we are a bit overregulated.

ELSA Czech Republic: I agree with the IIM aspect. It is important to stay in good relation with the local groups. Sometimes the Local Groups have more money than the National Board. I think they should financially support the National Board more. It's a difficult topic, but if we raise the fees we might endanger the participation.

ELSA Denmark: We had an issue with the amount of payment from the Local Groups to the National Board, but fixed it by amending the way they pay based on how much they earn. Almost all of the Local Group's pay the maximum fee to the National Board. This was a decision that the Danish network accepted, as they understand that there cannot be local groups without a National Board. If you have issues with disparity between Local Groups's and National Board finances, you can suggest this to your groups.

ELSA Czech Republic: Did it improve your situation when going to the IIM and so on?

ELSA Denmark: Not necessarily. But it helped with the overall running of the National Board. It's not enough money to fund our IIM participation.

ELSA Greece: I want to clarify the elitist thing. I did not mean in the means of money, but the way we elect and such things. Some people have this opinion that we are very selective and unapproachable even though that is not the case.

TG: In Italy it's the same. We need to be a bit more relaxed and affordable .

Vice Chair: I pass the floor to ELSA International.

TG presents the FM issue

TG: Do you have a Treasurer in your board?

Everyone except ELSA Germany says yes

ELSA Czech Republic: Can we think about this year or also next year?

TG: This year. If it is generally an issue.

ELSA Finland: I see the difficulties in the international level. In different national groups there might be a problem with different positions. We struggled a lot with AA and C. In the Finnish context these are not really interesting positions. Finding C officers is almost impossible.

ELSA United Kingdom: I agree with that point. For us the struggle is SecGen and Marketing. It's really hard to function without this supporting areas

ELSA Germany: For us it's quite the same as ELSA International. The National Board position of Treasurer is really unattractive but for local boards it's really popular. In our 40 years history we have a director for the first time. In the last 5 years we have had 2 Treasurers. It is not an attractive position.

TG: The position of the Treasurer is harder to find in bigger national groups. Many groups don't have a Treasurer. We want a strategy to help with this, that is the point of the workshop. Consider all areas from these points.

TG presents the group work

ELSA International divides the groups.

Group 1, ELSA Finland: We compared the local treasure positions. In Finland and Denmark being a Treasurer is relatively easy. It is not hard to attract people because we have the basic function of an account. In the Czech Republic the Treasurer has the most amount of work. We suggested that the Czech Republic could simplify the internal procedures. They are burned out from being a local officer. It's difficult to learn a whole new technical system. TG told us that it is actually not that difficult, we just need to market it better.

ELSA Czech Republic: For me it is impossible to be a Treasurer. For most people in the Czech Republic it is harder to be a Treasurer, you have much more responsibility and you have to know the economic stuff.

Group 2, ELSA Greece: We focused on the international level. We found 2 issues: 1) fear of responsibility over a massive amount of money. We have no idea of economics and 2) it is really hard to change into a Treasurer. To become a Treasurer is rare. It needs actual economic, financial knowledge. These were the two main things we discussed. Fear of managing money.

ELSA Germany: Possible solutions to the fear of responsibility could be the marketing of the position and being transparent in what you actually do. Have a good transition. Having an external finance advisor or coach for the Treasurer.

TG: Right now the International Board does not have insurance, the strategy plan says we should have one. It helps with the fear of responsibility.

Group 3, ELSA United Kingdom: Our groups struggle more with other areas. The issues with FM could be the heavy responsibility, also legally. Feels more real because it's real money. You are more distant from the rest of the board. It is very technical and makes it hard for newcomers to understand. It is very niche, you have to be interested in this specific area, and it's harder to learn the needed skills. Some law students specifically decided not to pursue something with money. We were thinking of solutions. Something would be financial training or a course with a certificate, Continued support specifically for this position, like a director from the other side. And including them in more generally.

ELSA Norway: To provide a professional financial course would be a great solution. The certificate could be a great motivation, you could show it on your CV. So one part is motivation. It also feels safer to take upon this responsibility when you know you will get professional training. That helps with the problem with fear of responsibility. It's a two sided solution.

ELSA Greece: The involvement of the Treasurer. In the national group they are involved. On the international level, I am not sure if the Treasurer is as involved as they are on national and local levels. It may be discouraging.

ELSA Czech Republic: Overall the supporting areas do a lot of background work. An AAer can do an event and get validation for that, but I don't know if the Treasurer gets the same amount of credit and validation.

TG: The Treasurer for many years was not that involved with the other areas, but from last year things are changing. Second concept: Do you think it could be helpful if we organise a training academy for the Treasurer role? If we organise an accountment software course and we let national groups join them if they want.

ELSA Czech Republic: Do you think the accounting system you use is applicable to more countries?

TG: the one we use for EDF, yes. Easy to use and free.

HI presents the PD issue

Group 1, ELSA Finland: For Finland, we don't have a problem recruiting local PDers. We have a big, separate career fair with other organisers as well, so the PDer can focus on other PD projects like lawyers at work, etc. You can be a local PDer and see yourself succeed. At the national level it is harder because you work more with finding traineeship providers which is hard, and not actual events so much. The Finnish economy is difficult.

ELSA Czech Republic: The local officers are not the problem, it is the national. For the past 3 years in the Czech republic, the development of PD stagnated. The biggest problem is that it is not that attractive. The PDer does three events and the traineeship work. It's less than other areas.

ELSA Denmark: In Denmark it is not a problem recruiting PD'ers. More an issue within the local groups, because of the division of events and who is responsible for it. Between AA and PD, they feel like doing similar events. Last year we informed at the NCM exactly what events belonged to what area. Reforming people's minds and understanding what each area is, especially between AA and PD, because it feels like they are stealing each other's events.

Group 2, ELSA Germany: In Germany we have the same problem as ELSA International. In each level you have a different set of projects. At the national level we also have career fairs, bigger ones. On an international level, it's not the same events, but more work with ELSA Traineeships and more administrative work (selection, and not job hunting etc). Career launch is a project that many people don't know what the VP PD works with. Maybe an external OC for career launch, like with JHJ in C. Potential candidates can have insights into what the work of VP PD actually is.

TG: I like that idea. Maybe a physical Career Launch in every country. If we find a way to have it in groups, it would help ELSA International in terms of research etc.

HI: I like that as well. If you want people to have the option to get more research or insight, they can sign up to the EIT. But I like the career launch idea.

Group 3, ELSA Sweden: The main challenge is that it sounds technical and scary, especially for newcomers. People might think it's only relevant for people in their third or fourth year of studies. We have to simplify the language and market the community and how creative you can be.

ELSA Norway: Once you recruit someone, they want to stay. PD has a very passionate community, which makes you want to do a good job. The problem is that it is hard to understand the technical language and actually get a good overview of what the area actually provides. For me, I heard that the area was more interesting for people who were further in the course of their studies since you work with traineeships and the professional world. However, I started in PD in the first year of law school either way and then learned that you can do so much more in addition to ELSA Traineeships. I think creative freedom has to be emphasized.

ELSA United Kingdom: In addition to marketing it in a fun way, the personal relationships are very important. Be transparent with what you are doing to make people interested. Then they might become interested earlier on. It is just for all areas, not only PD.

HI: I completely agree with simplifying the language. The new handbook will have a glossary with abbreviations. PD is a very technical area.

Vice Chair: Final remarks or questions?

No questions or remarks

Vice Chair closes the Workshop at 15:04

15:30 – 17:30

ELSA Training

Participants' list:

Lucie Nováková (LN)	International Board
Rodrigo Prelhaz (RP)	International Board
Phoebe Nyambura Kamara (Chair)	ELSA Denmark
Florian Steinkamp (Vice Chair)	ELSA Germany
Ingrid Marie Kaiander (Secretary)	ELSA Norway
Melanie Vesely (Secretary)	ELSA Austria
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Anastasia Kapetanaki	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Caixa Billger	ELSA Sweden
Maria Shakir	ELSA United Kingdom

Chair opens the Workshop at 15:33

Chair passes the floor to ELSA International for the presentation.

LN presents the workshop .

LN: What do you think ELSA training is?

ELSA Sweden: A form of training on a specific topic, you can choose if you want to learn more about certain topics

ELSA Germany: To develop soft skills for ELSA members.

ELSA Finland: We organise it in August. They can remotely talk about very basic topics. My experience is from transition and training officers. We got someone from the ITP to talk about basic topics.

LN: What are some instances where you think ELSA Training would be useful?

ELSA Greece: It can be useful for Organising Committees, and project management training. We did it for our SELS last year. Especially useful for people who aren't directors. We found training meetings very insightful, and we learned a lot. For the local officers in the beginning of the year to explain how to write OYOPs for example.

ELSA Germany: Can be useful for team management or team building. Helping the board management would be something, and Organising Committees.

ELSA International presents the group work

Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents their work - ELSA Training website

ELSA Denmark: We thought that the opening picture should reflect what training is. Perhaps it should be a professional picture and not a sunset. The blue tab should be bigger. The logos should be bigger and further away from each other. Under the “about” page, the order of information should be: What ELSA training is, the types of training and then take away the testimonials from the about page and have a separate tab with testimonials from both trainers and participants. Under “officer’s training” the types of training need to be updated to match the events that exist currently in ELSA. It would be nice if the different types of training could link to the trainers that have those skills. It would be nice to be able to filter it with the location. Soft-skills page: The layout is nicer. But you should match the skills with the trainer. One should match it with the trainer. Maybe they should have a testimonial from the trainer but also one from a past trainee. There should be a link as to how to request training. Create a visual document of how the Training Website should look (focusing on structure)

ELSA United Kingdom: The trainer information is not updated.

LN gives a clarification

ELSA United Kingdom: When you book a trainer, you go through a director. Is it ok to leave their contact information or does it go through ELSA International? Generally when you look for a trainer, you look for information for them.

LN: It still goes through us. We are making statistics for this. It would still go through us and the director would match you to them. The whole process would lose the meaning of it. They also have their information. For some of the trainers, they don't want to receive 100 emails.

ELSA United Kingdom: Are all of them still trainers? For how long are you a trainer?

LN: We are working on updating their information, the training topics, and pictures.

ELSA Finland: Another problem is that if you go to “trainers” and “international training pool”, the design does not look professional. There is also no information about the trainers, just pictures.

ELSA Denmark: I personally think there should be more professional pictures of the trainers, that are at least portraits.

Chair: I now give the floor to Group 2 to present the group work.

Group 2 presents their work - Social media promotion

ELSA Czech Republic: We agree that internal promotion is more effective than external, social media promotion. It should not be promoted as a stand alone project. It is primarily for ELSA members and officers. Social media should serve mainly as a supporting tool for general information and increasing visibility among officers. The promotion should focus on recap content from trainings, testimonials, and behind the scenes, in the form of post, photos and videos. This type of content makes training more approachable. Selection, highlights on Instagram just for trainings. The clear posts are essential. What types of trainings available, help officers understand the project. Help officers understand the project. The ITM should serve as a key starting point for the promotion. Should be promotion on how to become a trainer as well.

LN: I do think it is important to have social media visibility as well. Many of you did not know what ELSA Training is. If it's promoted on social media, in the back of your head you will know what it is.

ELSA Germany: The target audience is not just the officers, but ELSA members. The people who are booking the training are officers or members, we have to focus on different types of marketing, but i dont think instagram is the most important way.

LN: It brings me back to my point still, it is still mostly members. For the people to participate, if they see there is a training, they will actually know what it is. But, I see the different means though.

Chair: I now give the floor to Group 3 to present the group work.

Group 3 presents their work - Internal promotion

ELSA Sweden: How to promote it to members: Launching a campaign in the very beginning of the term. Using social media, whatsapp, email. Continue to anchor the training system as a tool throughout the term. For example, if officers are struggling with something, you could tell them that it is possible to get training on that subject. How to get national and local groups to organise: Include and inform areas outside IM. Promote it more at the ITM. At the end of the ITM, the International Board should inform the network that they can organise their own NTM and use training to do so. How to get the Network to engage with the project: This is a result of the lack of knowledge. Promote it better, and focus on knowledge management. Include it in the transitions.

ELSA Germany: In the plenary of our NCMs we have trainers who could present the ITP together with the director of ITP. That could be something we could do with ELSA International during plenaries at IIMs as well. Sometimes we have ELSA alumni do something. I know it's hard to find time in the plenary.

ELSA Czech Republic. Training at events such as IIMs, but the time slots are so tight.

LN: This year the team was not that small, and we implemented more training. Training in the IIM is also something I thought of, but it's difficult and would have to be during the spring. Remember that ELSA training is very easy to implement in what you do. For example, if you have an IIM host, you can organise a training for them. You can organise team building training also. Implement it to the more normal parts of your ELSA work, it can be very helpful. It's not only presentations, but also practical tasks. All you need to do is request a trainer, and even if it is online, it can be very useful.

Chair: I pass the floor to ELSA International

ELSA International presents the second group work

Chair: I now give the floor to Group 1 to present the group work.

Group 1 presents their work

ELSA Denmark: We are not experts at ELSA training so it's nice to mention the purpose of it in the strategy. Also the alignment with the goals of ELSA International. We thought about visibility in the network. We want suggestions for the marketing strategies. Securing ITP Trainers, continuous updating of trainers information and adding it to the website, attracting ITP participants, standardisation of training material, Feedback, continuous qualitative improvement. We hope the training doesn't vary too much in quality, so some sort of baseline for what should be included in a training. Lastly, overall evaluation of the training.

Chair: I now give the floor to Group 2 to present the group work.

Group 2 presents their work

ELSA Czech Republic: Before we look for solutions we should identify the main challenges, to ensure that the strategy is grounded in real problems. Explaining why the strategy exists, what it should become. Then we define the time frame and scope. Some long term and flexible framework that can adapt to different entities and realities. Then, the strategic pillars, core goals based on the challenges. They represent the main direction for the project. Implementation logic, how it should be implemented in practice. To ensure that the strategy remains relevant, we introduce monitoring and mechanism evaluation. Finally clarify where groups can seek guidance.

Chair: I now give the floor to Group 3 to present the group work.

Group 3 presents their work

ELSA Sweden: For the strategy, we have 5 parts. Structure, then the implementation cycle. Then marketing and communication, since we see the lack of knowledge about the project. Then we included financial aspects with budgeting and cost structure, funding sources and sponsorships, pricing models and accessibility. If we understand correctly, it doesn't cost anything when we have it online. We finished the strategy with evaluation for quality assurance.

Chair: I pass the floor to ELSA International.

LN presents

Chair closes the Workshop at 17:31

GROUP II WORKSHOP MINUTES

Thursday, 12th February 2026

10:00 – 12:00

IIM Finances

Participants' list:

Gabriel Marti (GM)	International Board
Tommaso Giordano (TG)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Elena Dević	ELSA Croatia
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Jakub Gostkowski	ELSA Poland
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Chair opens the Workshop at 10:06.

Chair passes the floor to ELSA International for the presentation.

GM and TG present.

Groups present their groupwork:

Group 1: Our conclusion is that we should not raise the participation fee in order to ensure accessibility. Quality IIMs are still possible, but we talked about the fact that there are a lot of opportunities, like the ELSA development fund. It would be better to give more instructions to willing hosts about such things, so that they are informed on what support they have. Regarding question two, maybe asking local universities for venues and maybe using reusable materials to lower the costs. It is also better for the environment. Talking more about the experience of hosting the event, could encourage more national

groups to host an IIM. Hosting IIM in Central Europe could make it more accessible for countries by cars as a lot of cities are hard to reach by flight.

Group 2: We believe that the quality standards are not the problem, in fact they might be too low. An idea was to categorise the countries in 3 groups, with different standard fees, based on for example GPD/GND, so that it should be affordable for more countries.

To get more hosts and participants, we would encourage the National Boards to have their local groups attending if the National Board is occupied. An issue in ELSA Denmark, is that we cannot guarantee that every applicant for example from a local group can go, making less people submit an application, as they are not guaranteed to be able to go with their friends.

ELSA Czech Republic: We can also do a hybrid way of hosting IIM's, so that the groups that can not attend can attend online.

Group 3: One idea we had was fundraising between ELSA groups. The participation fee should stay the same, so that if a country does not have the financial means to participate they can get help from other ELSA groups. We also think that ELSA International should look for specific partners for IIM, as a partnership would help the organising host.

ELSA Austria: Maybe focus on finding hosts in central Europe, as Austria would never be able to host in Vienna for the same price as this ISM in Tbilisi.

ELSA Greece: The fees are standard, but the flights are what really is affecting the accessibility and therefore participation. Especially regarding the ISM, since it often falls close to exam seasons, it would be easier for people to attend if it took place in central European countries.

Group 4: We thought about dividing the fees into different categories like done with the ELS fees, and making sure that if a host in a more expensive category hosts an IIM, the next host would be in a cheaper country. We also discussed the quality standards, as some find them being too high at the moment. Sponsorships through ELSA Alumni, Flixbus and maybe a hotel chain would also make it a lot more accessible.

TG: So your idea is to categorise countries from the financial perspective?

ELSA Georgia: We thought like ELS categories.

TG: So the impact is on the fees?

ELSA Georgia: Yes.

ELSA Austria: There are many different ways national groups make their locals want to participate at events, so maybe make it more similar across the whole network where ELSA International could support the national groups a bit more so that they can attend.

TG: EDF can be a good solution. We have to decide if we want to use this for example for a participation fee, or if we want to use it for example to help national groups that need the money to organise events. It is a good idea, but this is something you need to take into consideration.

GM: This is a good idea, but partners will see it more beneficial if they can be seen. On an ICM we can't have a day where partners can come and hold workshops at IIM, because they are very ELSA specific. If

we apply for a grant regarding a project, we can not use it for a general assembly. Which means in the end we would not get a lot of money, because if the workshops are regarding for example proposals it's not relevant for partners to attend and organise the workshop.

ELSA Estonia: Clarification regarding the partners and workshops, is it not possible for a professional partner to be allowed in a workshop and participate in this because this is a good possibility for them? Is it not allowed?

GM: It is allowed, but the workshops are related to our projects so partners would be irrelevant to this. Key areas have a lot of projects. For example, as BEE it could work but how do we sell it in that they can only have one workshop for 40 people because it is not relevant for the other areas. In Helsinki it was already difficult to have 5 speakers, as we did during the plenary. So to add more to this could be difficult and worked on, but not applied to the next ICM.

TG: We need to discuss group 4 ideas with the ELS categories.

ELSA Georgia: If we have this kind of system, we need to rotate so that it is not always one category that organises the event. By doing this it would make it possible for NG to attend at least one event.

TG: We will consider this.

Workshop proceeds to group work. Groups present their results:

Group 1: Our opinion is that there should be an adjustable fee for how many days or social events you participate in. You should not pay for socials you are not attending for example. Also, it depends on the season. We can allure more participants to attend all social events with discounts for everyone attending everything.

Group 2: Social fee is in our opinion not as important as for example the participation fee and the Gala fee. We are against adjusting the fee because it would be hard for the organising group to know beforehand how much money they can count with.

ELSA Greece: The Gala fee or the sightseeing fee applies to a one time event. You either attend it or not. I have heard a lot of complaints from people who only attend socials for one night, because of late arrival, and have to pay the whole 20 EUR fee that applies to the whole package. It is the only unadjustable fee, compared to the participation fee.

ELSA Czech Republic: The problem that we face is the sustainability for the hosting group, no one wants to organise and host the IIM's.

Group 3: If people start to only buy the socials that they are interested in, this will put more pressure on the OC. We think the social fee should stay just as it is.

Group 4: **Regarding the first question, we thought that the social fee is quite sufficient, but maybe not** for some national groups. It is nice to have maybe a few different flat fees, if you for example are not attending for the entire week.

GM: As a general comment, the thought was that socials for example were a problem last year while organising in Malta. Do we want a system where the host makes a loss in the socials, or can we find a

system where we can find solutions for this. Of course, less people might participate. Another thing we thought about is if it were acceptable if we would have 2 different fees for different kinds of participants?

ELSA Croatia: I think this would resolve in what we do not want to achieve, that less people want to participate because it would make everything seem even more unfair and people would not want to pay more.

ELSA Ukraine: Would this have a big difference between normal members and National Boards?

GM: That is for you to tell us, this was an idea. Let us say we want to keep the cost low for the participants of the national group because we need them to participate?

ELSA Estonia: I actually think that all the 8 members get one fee and all other participants get a different fee. This could also help us make the National Board look more attractive.

ELSA Czech Republic: I agree with Croatia, it would create separation between the participants. If they had a higher fee, the locals maybe would not even want to join the event.

ELSA Germany: Also agree with Croatia, it would be unattractive for larger delegations, to pay a higher fee for 18 of them. Especially for Germany as they pay all the fees first and then get paid by the members.

ELSA the Netherlands: A higher fee would not in my opinion have a big impact on the locals because

ELSA Greece: If the fee structure is higher for the members outside of the National Board it feels unequal for bigger delegations. Having the same fee would be preferable because there are some groups where not all 8 people from the National Boards want to come. Will only the officers of the National Board get the discount?

GM: You have 8 Delegates and how you decide to have it internally is up to you. The idea is that we can get more money for the hosting group, without discouraging delegates, which are actually needed. The idea for different fees is to make it possible for more people to come without losses.

ELSA Sweden: I myself am from a Local Group and the discussion we have in my LG and the people who want to go to these kinds of events already are aware that it will be expensive, so having a higher fee will not scare people in my opinion. Those who want to go will go. It depends on time and how it fits in the schedule.

ELSA Norway: In Norway the National Board pays itself. I agree with ELSA Sweden. It is always positive to have more people there, but the meeting is for the National Board.

ELSA Croatia: I understand that but in ELSA Croatia, the NB can not attend all events, it does not make sense that some have to pay more than others as the sum already is high. This can cause a feeling of separation.

ELSA Austria: I agree with Croatia. There are often situations where nobody from the NG can attend, I am a local but here representing ELSA Austria. So it is important that LG wants to participate.

GM: Clarifying that IB do not necessarily support this, it is merely an idea. The question is not if you are a local or not, it is whether you are one of the eighth delegates.

ELSA Austria: This was more a direct comment to ELSA Sweden and Norway.

ELSA Ukraine: Thank you for all opinions, it can create some problems for the countries to have eight delegates. It would be easier with one structure for all delegates.

TG: I see your point, but if there are some moral aspects I do not know if we need to take this into consideration. The crucial part is to help the national groups to join the IIM, and to prioritise the national groups. This is the idea.

ELSA Estonia: I also agree with ELSA International. What is important to enforce here is that if the locals are here to represent the national group on international events, the 8 spots should be filled with the locals as well. But we should think about the OC as well, as it is a bigger problem to host than to find participants. The point is to push the 8 people to come and discuss the important topics in their area.

TG: Clarifying that the 8 delegates can be local and national. Always think about big hotels, as they are more expensive, as smaller hotels have less capacity, and lower prices, so the price per participant is higher.

GM: I know that we are overtime, however next is lunch, so feel free to speak up on this matter before we leave for lunch.

ELSA Greece: In general, I think that the main point is rising the flat fee / accommodation fee. It may create a problem with the priority, as if you have 5 nationals and 5 local board members, it will be a dilemma who will get the decreased fee and who will have to pay the normal fee. It will create a problem to justify and internally decide.

GM: Clarification - the idea behind this would not change the system because this is already the case. But we have to decide on how to prioritise. The choice already exists.

ELSA Croatia: If what you want to achieve is that more people in the National Board participate, this can only be achieved by lowering the participation fee. It can not be achieved by having it as it is right now.

GM: It is not necessarily true.

ELSA Ukraine: We did not mention that the whole budget must be arranged to fix some problems. All budgets must have some money to fix some problems we can not predict. It is harder to include all of this in the budget.

ELSA Austria: It is good for the future of National Boards to have extra people, who are not nationals, because this motivates people to become members of National Boards in the future.

Who are in favor to raise the fee: 8

Who are in favor to create an extra participation fee: 10

Chair closes the Workshop at 12:17.

13:00 – 15:00

Hosting IIMs

Participants' list:

Lucie Nováková (LN)	International Board
Kat Bonello (KB)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Elena Dević	ELSA Croatia
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Jakub Gostkowski	ELSA Poland
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Vice Chair opens the Workshop at 13:09.

Vice Chair passes the floor to ELSA International for the presentation.

LN & KB present.

ELSA Sweden: What is the difference between favoured and non-favoured countries?

LN: You can read about it in the decision book.

Workshop proceeds to group work.

Group 1: This is our estimated budget of 400 people, 100 participants from favoured countries, and 300 from non favoured, for ICM Vienna Spring 2027 at the JUFA Hotel Vienna City. We have set the maximum fee for everything except for the gala. We calculated this based on accommodation being 30 EUR per night. For meals we can have breakfast for 6 EUR per day, similar to the ICM in Helsinki. Lunch and dinner will be for approximately 10 EUR per meal per person. The Gala would have to cost 80 EUR per person and would result in a loss of 12.000 EUR. We would have a loss of 4000 EUR that could be covered by sponsorships or grants. Venues for social programs would be around 200 EUR. Sightseeing will be organised by the OC. The biggest problem in our budget is the search for venues. Workshops can be held at the hotel, however we do not have the prices for that as it is subject to request.

LN: So now, how is your budget looking?

ELSA Croatia: Status of the balance is now -4.000 EUR without rooms.

LN: For the hotel, you found a hotel for 30 EUR per night with no plenary rooms?

ELSA Croatia: What if we have the plenaries in the University of Vienna?

LN: So -4000 EUR is not really possible? 4000 EUR could be covered by sponsorships or grants, anything more would be a grant. But could there be an issue in spring or autumn with classes still going on?

ELSA Austria: Having the plenaries in the University of Vienna could be possible if we book a few months in advance, but it's going to be challenging to find a room for this amount of participants in the university. For transport, to and from the venue, it might be possible to buy public transportation tickets.

KB: Did you account for the sightseeing?

ELSA Croatia: That was 10 000 EUR.

LN: What do you identify as the biggest issues?

ELSA Croatia: Meals, accommodation and the Gala Dinner are the biggest problems and maybe also the transportation, as this hotel for 30€ was a bit outside of Vienna so we would need to pay for transportation.

LN: So for the accommodation, the biggest problems include the prices and the capacity for so many people?

ELSA Croatia: Croatia does not have such venues, like all the places with this capacity are very expensive. It might be manageable, but only if we compromise on the location.

Group 2: We did not get to make a budget, because we come from different countries, but we discussed general problems and solutions for different countries. For example we discussed Germany and how venues there might be really expensive and this sparked a discussion on whether we should keep the accommodation standards. Some ideas include having a hostel and not a 5-star hotel, or having optional accommodation.

ELSA Czech Republic: Basically the idea was for all participants to choose their own accommodation. This could decrease the price, but it will also have great implications on the experience of participants.

ELSA Greece: The biggest problem is finding venues and we thought we might find alternatives. The municipality or the bar association might be able to help.

ELSA Czech Republic: It might help to not have everything in one place. For example the workshops in the university and not the hotel.

Group 3: So we thought about hosting an ICM in Prague 2028. We would be staying at the Duo Hotel, and use their venues. Potential issues regarding the budget would primarily be the accommodation,

because it all comes down to the prices per night, but also the fee for the OC and the IB which need to be included. Venues can also be a problem, because it can be quite expensive with conference rooms. It would be very unlikely to find partnerships that would let us use their offices, because it would be fine during the weekend but harder during the week when they also need to use their offices.

LN: So the whole balance is -37 000 EUR?

ELSA Czech Republic: There are some benefits to organising an ICM in Central Europe, but it is still expensive.

KB: Where do you think the biggest losses come from?

ELSA Czech Republic: It all comes down to accommodation as it is the biggest expense. Maybe we can get a lower price because we are 300 people. The gala is also quite expensive, as you get to have 3 meals, beverages and venues for 55 EUR.

LN: Did you see something that might be an issue in the budget, or not only the budget, but also how realistic the plans are?

ELSA Estonia: Why did you put 500 EUR per social night?

ELSA Czech Republic: It is an estimation and since the program is supposed to be diverse we considered this price to be adequate.

ELSA Germany: How is it possible for ELSA Czech Republic to deal with a loss of 32000 EUR?

ELSA Czech Republic: It is a LG organising it.

LN: For the 500 EUR, it is just for renting the space as this is expensive.

KB: Anyone else, something to add?

ELSA Sweden: We had the same considerations about going to university and having those workshops there, but we figured the participation fee might be both a problem and a solution.

Group 4: We made one optimistic and one realistic budget. We accounted for around 300 participants and in the optimistic version conference rooms are provided by the university. With optimistic estimation we might get 1000 EUR back, also with cheap meals and accommodation. If we make some estimates more realistic, for example the conference rooms might cost 500 EUR and the gala ball might cost around 30000 EUR. The optimistic version would result in minor losses, while the realistic one would cause a deficit of around 45 000 EUR.

LN: Can you pinpoint 3 issues you noticed, while making your draft budgets?

ELSA Estonia: The first problem is the gala ball, another one of the biggest problems is the search for a venue, but it is also a great opportunity if you really do have the option to get it for free. As for the gala, the fee does not even cover half of the estimated cost, the fee should be at least 100 EUR. As for socials, they are also another problem worth mentioning, because we just used an optimistic estimation of 20 EUR per person, but in a city like Venna it might even be 35 EUR per person.

KB presents workshop nr 2.

Workshops proceed to group work.

Group 1: We talked about organising an ICM in the countryside, in that way it would be less expensive and we would have the space for ourselves. It is not sure that the accommodation can provide food for the whole group, however, ELSA Vienna for example has collaborations with restaurants, so they might be able to do a grand takeout, if it is organised a few months in advance. A national cook out day would also be possible, like national drinks night. However this idea might also be expensive and take up a lot of kitchen space.

Group 2: We focused on the gala venue and came up with an idea to reach out to the city hall. For food, canteens in universities might be an option and for restaurants, you might get a discount. As for HR in the OC, you can ask for help from other local groups. For sponsors, the bar association is an option and international firms might be able to step in.

Group 3: We talked about spreading out the accommodation, and maybe having the hotels within walking distance around a venue that can host all workshops and the opening plenary. Sponsors are hard to find, so it's hard to secure the venues. When it comes to HR, we believe that the help of local groups and good marketing might help plenty with recruiting for the OC.

ELSA Czech Republic: A lot of problems can be solved by one simple trick, increasing the participation fee.

Group 4: For the sponsors we thought ELSA International should step up when it comes to ICMs. As for the accommodation fee, we do not consider it to be that big of a problem, but a solution might still be to have participants in different hotels close by. It is still important to consider the quality of the hotels, because they need to be comparable. As for HR for the OC, there might be cross country cooperation or we might include marketing for the OC in the local groups' own HR strategies.

ELSA Austria: Allow me to clarify. I can imagine most LG have their own HR strategies, for example we wanted to popularise ELSA Vienna in the beginning of the semester through events and managed to recruit around 50 students. So, if local groups use their strategies, which have already been proven to be successful, then they might also employ them in the recruitment of the OC. Meaning that local groups responsible for the IIM can start with the recruitment of the OC at the same time with the same strategies, like when they recruit their own teams.

LN: So for the accommodation, splitting people in different hotels or for delegates to find their own accommodation. Someone mentioned asking other LG in your country - for example this is how it is done in the Czech Republic. Cross collaborations could for example function for the ICM Brno between ELSA Czech Republic and ELSA Austria. For a gala you could for example not have a seated event, and instead opt for something similar to a cocktail event.

KB: I know there was a joke about organising an ICM in the countryside, but smaller towns might actually be a good option. If it is hard for people to get to, it does not make it unfeasible.

LN: Final remark - an ICM is a general assembly. It is nice for everyone to be in the same 5-star hotel, but it is not the main point. The point is the general meeting. Otherwise we would need to maybe have it only online, to vote on proposals.

KB: Just to add, after Covid, the ICM had no socials and it was still very successful, because participants organised the socials themselves impulsively. Additionally, if the gala is such a problem, we don't really need it in this form.

Vice Chair closes the Workshop at 15:11.

15:30 – 17:30

Quality Standards

Participants' list:

Hedin Ragnfred Indregård (HI)
Rodrigo Prelhaz (RP)
Kyriaki Mamougiorgi (Chair)
Alexandra Poullos (Vice Chair)
Aimée Seigner (Secretary)
Maxim Todorov (Secretary)
Naomi Kastelic
Elena Dević
Marek Šotnar
Veronika Březinová
Maksim Kobozev
Emily Urbansky
Malin van Rossem
Nathalie Kehlet
Jakub Gostkowski
Anders Olsson
Mykhailo Risenbeth

International Board
International Board
ELSA Greece
ELSA Denmark
ELSA Sweden
ELSA Austria
ELSA Austria
ELSA Croatia
ELSA Czech Republic
ELSA Czech Republic
ELSA Estonia
ELSA Germany
ELSA the Netherlands
ELSA Norway
ELSA Poland
ELSA Sweden
ELSA Ukraine

Chair opens the Workshop at 15:31.

Chair passes the floor to ELSA International for the presentation.

RP & HI present.

Workshop proceeds to group work.

ELSA Estonia: I think we discussed this, socials and gala balls are losses for the organisers, so you do not have to organise them.

RP: It's a custom, so the OC organises them.

ELSA Estonia: It would not be as fancy, but probably cost-saving, for example renting a club. The OC could provide the information to participants, they could recommend different locations in the city to the participants, but without them having to organise them. This would result in the loss of the social fee, but as it does not bring in any income right now, it is not a major issue.

RP: I would not say it is because of dropping quality standards, and it is not possible to lower them if you do not want to have socials every day.

HI: I agree with RP that socials are very important for the ICMs, and if we are going just by defining quality standards there are no set requirements for social programs, so it depends more on the expectations than on the organisers.

ELSA Czech Republic: After creating a budget, we saw in the previous workshop that it is not possible to organise an IIM while upholding the quality standards, without incurring big losses. I agree that the biggest cost is the gala, socials and accommodation. It is currently not feasible.

ELSA Greece: About the first question I think that the existing quality standards are attainable, of course depending on the city and country. However, presenting the QS does not change much, since people will still be hesitant. Since everything is customary, even if you clarify that you don't have to meet the existing expectations, people will still assume this and expect it.

RP: I agree. I think this was one of the main reasons for countries not to organise ICMs. And now in Helsinki everyone saw that it can be quite fun even without a 5-star hotel.

HI: I would like to ask all of you the following question, about 5-star hotels. Do you sit with a feeling that it changed your perception of the quality standards, and the requirements for an ICM?

ELSA Croatia: I was in Malta where we had everything at one place and in comparison, it was harder in Helsinki as a participant, but it was still a good experience. It does not need to be a 5-star hotel in order for the IIM to be successful from the participants' point of view.

ELSA Sweden: This is my first international meeting. I was surprised that this hotel was so nice, as it is a student association.

ELSA Estonia: If we look at the perspective of why people are attending the ICM, my expectations regarding quality standards were lowered. Regarding plenaries and workshops it was different, but not in a bad way. The walks were manageable in Helsinki. The socials in Helsinki were organised without a fixed venue, but the ELSA spirit was the same.

HI: I also asked the same question during the first workshop and someone mentioned that they enjoyed the ICM in Helsinki even more because of the opportunity to see more of the city.

HI presents group work.

Groups present their group work:

Group 1: Instead of a gala, we could go to a cocktail bar. We also talked about transportation. This could be done using public transportation, as in Helsinki. It can easily be organised and if the OC sends us the location, we could get there ourselves.

We also talked about booking hotels that are within walking distance of most of most venues. The only accommodations that have the capacity to host so many people are hotels, so hostels would not be able to hold all the participants. Public transport worked well in Helsinki. If you send us instructions on where to go, we can get there by ourselves. During socials people come together and it does not matter if someone comes earlier or later.. The national drinks night in Helsinki was a good solution where we could bring our own alcohol, ELSA Finland made profit and the venue was fun. Socials could also be done outside.

ELSA Greece: This is something we added in the end, but we are not sure whether it is possible. Regarding the fee we pay to ELSA International in order to obtain voting rights, we thought that maybe a certain amount of it could be distributed to help future IIM hosts offset their financial losses.

ELSA Germany: It is like a hosting fund.

RP: The budget of EI is not the best to look at. The ELSA International fee is not something we should consider. It is more feasible for national and local groups to contribute to the budget.

Group 2: We discussed many of the same points as group 1. Regarding the gala ball, we discussed the opportunity of modifying it. As for the hotel, it doesn't need to be a 5-star hotel. It is still important to consider that not every country has other suitable options, such as hostels. About the socials, participants having fun is pretty much enough in our opinion. There is no need to spend much in order to achieve that - we just have to make sure that some regulations don't hinder us, like for example alcohol prohibitions in university premises.

ELSA Czech Republic: For Central Europe it is not very sustainable now, so we might need to lower the quality standards and raise the participation fee.

Group 3: Two ideas we discussed were hosting an IIM in the countryside and joint hosting. IIMs in the countryside have the potential to be much cheaper and easier to organise. The issues associated with a potential IIM in the countryside are the lack of opportunities for socials, but as other groups mentioned, socials don't necessarily need to be fancy. As for joint IIM hosting, two local groups close to each other could organise an IIM together.

RP: Regarding joint IIM hosting, for instance in law school of course, we have much less participation in law schools than in IIM.

HI: It's something that is emerging in general with regional collaborations.

ELSA Greece: We saw throughout this year a lot of regional meetings taking place, like NOM. So there are countries who can support organising a regional IM, which makes me wonder, are there quality standards for NOM, for example, given it is the oldest regional meeting?

ELSA Denmark: We are hosting NOM this year, and I would say that there do not seem to be any quality standards, we used university venues and walked around a lot. We will probably stay at a hostel or a smaller hotel. The socials are just very cultural, like what we like to do in the nordics in general.

ELSA Norway: We are very fortunate in the nordics because even if we choose a cheaper hotel it still has good quality standards.

ELSA Greece: I like the idea of the Nordic standards. I understand that the number of people in IIMs is more than during NOM, but it is actually controversial that we struggle to find IIM hosts, when so many regional meetings took place this year, some even for the first time.

ELSA Estonia: I think that one of the most critical ones is not increasing the number of people per room. As ELSA International already mentioned, the Gala has lower quality standards and that is not regulated in any way. It is more of a tradition, not a must. Socials can also be very flexible. They can be organised at low costs, for example if you tell participants to just go to the club. I personally don't think

we should drop the meal part, but it still doesn't need to be fancy. A sandwich for breakfast is enough for example.

ELSA Greece: I agree with what you said, but regarding the meals I believe it should not be mandatory to offer 3 meals a day and we should eliminate the dinner part, because a lot of people might want to go sightseeing for example after the workshops. Also, I believe covering 3 meals can put a lot of pressure on the OC.

ELSA Czech Republic: I agree with the meals. It is something that could be reduced, especially breakfast. It can be replaced by a simple pastry. A lot of participants are even missing breakfasts.

RP: Would you be ok to share bathrooms with more participants? I ask this because this is something we do in Portugal and the Czech Republic.

ELSA Greece: A thought is that it is not a hygiene issue to share a bathroom, it is more about the preparation time. Speaking from a woman's perspective, the schedule is really tight often and we cannot be ready on the agreed time. We need a lot of time to get ready, and it already is a struggle sharing one bathroom with 3 people.

ELSA Czech Republic: I just wanted to clarify something about the Czech NCM. There we had one bathroom for each floor and under these conditions we still pay 40 EUR per night. Just to put it into perspective.

HI continues to present.

ELSA Croatia: It is not the quality standards stopping us from organising IIMs, it is the expectations of everyone.

ELSA Sweden: My takeaway is that it seems like integrity is more important than luxury, it is not about the room standard but rather about the amount of people in the room.

ELSA Croatia: What we gathered today is that the participation fee is unrealistic. It needs to be higher, because 60 EUR is not enough to cover accommodations, meals and everything else, especially while sticking to the quality standards.

ELSA Greece: I believe that even with the quality standards clarified, it's still a lot to do with other active projects in progress. It's not wise for a country to host this kind of event for two years in a row, but five years is more viable. The problem will not be solved just by raising the fees - it will continue to exist, as the competitions also struggled with finding hosts the previous years. The groups need time to invest in their national projects as well.

ELSA Denmark: Speaking for a country that has never hosted an IIM. Most of our boardies are new and people really have no idea how everything is supposed to happen. Right now we spend a lot of time even explaining to our local groups how to organise a NCM.

RP: ELSA Denmark did host in collaboration with ELSA Sweden an ICM in 2000, but the location for IIMs varied much more before COVID.

ELSA Germany: ELSA Germany cannot host an ICM. We last hosted one in 2013 and were near bankruptcy afterwards.

ELSA Greece: A lot of countries went close to bankruptcy after hosting an IIM. In my experience ELSA Greece was just about to cover it, because of other projects. And I think it's a good idea to look at Helsinki and take alternatives into consideration, like for example IIMs in the countryside.

Chair closes the Workshop at 16:58.

Friday, 13th February 2026

10:00 – 12:00

Breaching Regulations

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Elena Dević	ELSA Croatia
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Jakub Gostkowski	ELSA Poland
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Vice Chair opens the Workshop at 10:04.

Vice Chair passes the floor to ELSA International for the presentation.

GM and LN present.

Workshop proceeds to group work.

Group 1: The first thing we found out was that most breaches are marketing breaches. In this case we just contact the responsible officers for the breaches and fix them, like for example making a new post. We also discussed how in Germany they display at NCMs local groups with breaches. ELSA Vienna also has a non preferential treatment list. As for the second question, taking voting rights is the way most groups choose to go. When it comes to the third question, then as already mentioned we contact the people responsible for the breaches and fix them. As for the last question, in the Netherlands for example we act preventative, by informing our members on the rules, for example with workshops or at the dutch officers meeting.

Group 2: We talk to the local officer responsible for the breach first, and if that doesn't work we talk to their president. We also talked about having a list of members who haven't for example shown up at an

event, so that if they apply for another event they are put in the bottom of the list and not prioritised when filling the spots. If it's for example a director that makes repeated mistakes, they will get their workload decreased. As for guidance, we have training sessions at the beginning of the term for new officers or directors.

Group 3: For the first question, again, most breaches are connected to marketing and we resolve them in the most peaceful way and just correct the posts. For the second question, there are differences between most national groups, but most have a welfare officer or a supervisory body. For the last questions, we focused corrective tools (she said she will send it to us)

Voting right removal was not common in our group, though noted.

Group 4: We use communication, audit communication and ethics commission for welfare. The National Board can investigate members and can cancel them. Preventive tools are communication, we have workshops with the goal to prevent breaches.

ELSA Estonia: What does cancelling mean?

ELSA Ukraine: They get removed from the board.

LN: ELSA Czech republic has a specific system for the voting rules, which they might like to share with us?

ELSA Czech Republic: We can strip the LG from voting rights at NCM and responders fee.

LN: You're seeking partially, you're taking their voting right just once.

ELSA Czech Republic: That is right.

ELSA Germany: In Germany the LG have a form they have to fill in, where they have to tell us how many members they have and sponsorships. If they don't hand it back in time, they only get 5 votes during our NCM.

LN: Do you enforce this? Have there been any instances of that?

ELSA Germany: It was enforced in the last NCM, 3 groups, because they didn't hand in the form

LN & GM continue presenting.

Workshop proceeds to group work.

Group 1: I think all delegates present would agree with our answer to the first question. Different responses are needed, not all breaches are the same. A minor marketing breach is not as bad as a breach concerning the voting rights. With voting rights it is important to respond accordingly. For marketing breaches: eye monitoring, sending a message. The same corporate branding has to be used, so instagram and website should look similar to ensure that. It is not that important but it still goes out to quite a lot of people. For minor offences the formula we came up with is simple. Stay in contact with those responsible, and talk about what they can change. Auditors and advisory boards might also be able to help. As for major breaches, the formula is similar. After speaking with them, their voting rights should be suspended and then we can maybe even start discussing possible resignations.

LN: You say that communication is the best solution, but what happens if a regulation is breached that is written in the DB?

ELSA Austria: As I mentioned while explaining our answer to the second question, sometimes punishments such as the stripping of the voting rights are indeed needed and should be enforced. But one should try to resolve the issue through communication first. One way to deal with this is, for example, what ELSA Germany does at NCMs, addressing the breaches of local groups in front of all the other local groups and not in a shameful way.

LN: Just to be clear, we are allowing them to have voting rights, but it makes the regulations to just be there as they aren't working.

ELSA Germany: We also talked about how you have 3 votes, and if you don't send it in on time you can reduce the votes to 2 votes instead. Every breach can cause the loss of 1 vote for example.

GM: You mentioned at the beginning that there should be a difference between minor and major breaches, can you further elaborate on that?

ELSA Austria: In most cases we talked about minor marketing issues, such as involuntary mistakes in instagram posts. While more serious breaches were going against ELSA rules by for example missing deadlines. It is hard to find an exact definition of what constitutes a serious or minor breach.

GM: But then how would we know what is considered a serious breach?

ELSA Austria: From my understanding of what we discussed, it should not be written down by national groups and it should be more about how it is perceived by the board.

Group 2: We don't think that all breaches should be treated the same, because while all breaches are important, there is a difference between a breach in, for example, the quality standards of a law school and a letter missing in a marketing post. We find it important to be more of a guiding hand for a minor or first-time breach. Like we mentioned before with the list, we could ban a member who repeatedly fails to comply. There are circumstances that should be considered, like for instance on an international level.

GM: You mentioned the soft approach, but the reason we have this workshop is to discuss how we can approach a problem where a soft approach has not worked. There are for example marketing breaches every day, and even when we contact them and they answer that they will take it down, they do not always remove it. We have been nice, what should we do?

ELSA Estonia: If it is a first time breach, that is easier. Soft skills, where we try to explain to the person that they did something wrong. But if somebody repeatedly breaches regulations, the soft approach may not work. But we don't really have another way of dealing with it except talking or banning.

LN: When it comes to marketing, those breaches are often regarded as minor, but using the logo completely wrong or using the wrong colours can be quite a serious breach, because if everyone did it, then we would not have an ELSA identity. It is about how we want to be seen.

GM: If you work for example at IKEA or McDonalds and misuse their logo you will get serious consequences, there are rules that need to be applied. At this level, it is difficult to have this. If it is not respected, then it erases our identity.

ELSA Greece: The main issue about breaches is proportionality. If the marketing breaches are minor, or repeated, a financial punishment will not be effective. You also need to think of the relevance of the measure when addressing a breach.

Group 3: There are different breaches, major and minor and I will go through all of them. It is important to not shame the responsible ones for the breaches, but they should still be addressed transparently. About penalties, we talked about financial punishments and the kind of punishments. Financial punishments are not effective in countries where LGs do not have the capability to support, decreasing motivation. Excluding a group from its voting rights is relevant to whether the vote is personal or not. It is really important to take into consideration whether it affects the external image of the Association, or the reflection of our projects.

Group 4: We discussed the same as the previous groups. With the locals, I use repetition regarding the marketing. With every breach, I go through the brandbook with them again. We have not used financial punishments, we reach out and communicate. We can see the possibility of using the “stripping of votes” method, however we are afraid that it will scare away the LGs.

ELSA Sweden: We also discussed that even if communication is often the best way, it is good to have the punishment. In Sweden we have a fund, and if a local group breaches regulations, the national group can choose to remove it.

Vice Chair closes the Workshop at 12:08.

13:00 – 15:00

ELSA Websites

Participants' list:

Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Elena Dević	ELSA Croatia
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Jakub Gostkowski	ELSA Poland
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Chair opens the Workshop at 13:05.

Chair passes the floor to ELSA International for the presentation.

TG and KB present.

Workshop goes into groupwork

Group 1: So we looked at each other's websites, and started with ELSA Croatia. The positives are that they have a history overview, with everything explained, info on the alumni, their statutes and their local partners. On the negative side, the information is outdated, no links to their local groups and the homepage is not in English. Moving on to ELSA the Netherlands, we really liked their 'curios about joining us?' segment, and we liked that the homepage is in English, how they provide information about their events, such as ROLE. On the negative side, the phone number presented on the homepage is incorrect, and the wrong address under contact us. Regarding ELSA Sweden we liked that it looked good, great design with the local group links on the first page, modern looking and with a project overview. On the negative side, it was not in English, which makes it hard for international viewers. And regarding ELSA Estonia, the homepage was redesigned this year so on the negative side there are not enough relevant updates yet. While on the positive side, it is practical and has its history on it.

Group 2: We took ELSA Denmark's website as an example. What worked really well is the FAQ and the basic information regarding the NCM, and IIMs. We like the numbers on the front page, which we also

saw on ELSA Norway's website. We liked the law firm Bech Bruun's website, with the transparent header and live video in the background.

Group 3: Summarising our team's conclusions, we agreed that dark backgrounds appear more professional and edgy, in contrast to minimal backgrounds. Also, visualising the content with logos or maps is preferable to long texts for the viewer. Too many subtabs actually distract the viewer, so we prefer the clearer structure of projects. We searched for insights on National websites of ELSA Poland and Czech Republic and a controversial issue we encountered was whether the personal data of officers should be displayed on websites to facilitate contact..

Group 4: We first looked at ELSA International. Their website is quite good, but the visuals could be better. We really liked the websites of ELSA Norway and ELSA UK. They are well structured and emphasise their most important points quite well. We really like how Norway included a map.

ELSA Austria: If I may add, we also focused on general commonalities, like how it should immediately be visible how to become a member. Something we consider to be very important. Another idea which we really liked is including interactive maps. For example of a country and with the local groups pictured there.

ELSA Sweden: We can maybe see Norway's website again, a problem there is the English translation as well.

ELSA Greece: About the map, it is a nice idea to have it on ELSA International's website, but it is important to not include borders, given previous misunderstandings on the matter.

KB and TG continue presenting.

Workshop moves on to another group work.

Group 1: For starters, we want to say that there were different opinions regarding the first idea. Some of us really liked the idea of having a map like ELSA Sweden, but we also discussed the potential problem with borders. We would like to have a link to alumni visible on the front page. We would also like to have sector or project division within clicks on the website, and more about the history of ELSA. It is also important that when you search for ELSA, that the homepage is the first homepage to appear. Right now it is ELSA UK. We also liked the idea from ELSA Estonia with a Q&A on the website, where you can answer questions regarding NCM, ICM and ISM. It would also be a good idea to have member benefits on the first page, and we also thought about the current colors on the website, we would prefer it to be the correct color and maybe more modern. We would also like to have more pictures of the nationals., and maybe some testimonials for different projects and sectors. It would also be nice if you would promote national events on your website.

Group 2: We started with the front page, where the Logo is too small, and should remove the 'association' box. In general make sure the colors and fonts match the Brand book. Would be cool with live number count. We agree with group 1 on the map that it would be a good idea. The alumni page only shows 9 countries, and should be updated. The history has a nice setup, and could be more visually pleasing. On our Projects page, we would love to have a visual page inspired by ELSA Germany, instead of a list, and hyperlinks when you hover over the logo. As well as a calendar of when the events are happening. For members, the Join us site does not work, ELSA International Vacancies page is not found. An idea is to put a passcode to access all the members' benefits. We don't think the auditors need to be shown. The Contact page should be improved and make sure the text does not collide with the text.

Partner page, one page only, with titles to show all the different partners. The different project websites, the statements do not look the best. ROLE and AHRC have different setups, we like the simplicity of the ROLE page. The marketing brands should be seen on the different projects websites.

Group 3: We agreed that we prefer a dynamic visual design, with many pictures, for example from IIMs. We would also like to emphasize the role of the mobile experience. On the front page we would like to see the events and currently important things listed. Like for example traineeships deadlines, or ELSA Law schools and different opportunities. Also, when ELSA is googled you do not get to the website. On the main page among the pictures may also be a board picture. A calendar would be very useful. An AI assistant is also an interesting idea.

Group 4: About the layout, we like a minimalistic design. We would also like to emphasise the need for a map. An interactive map with all 41 national groups and links to the respective national group when clicked on the map.

Moreover, there should be borders around the whole homepage so that the text does not get all the way over the screen but the background color should of course be over the whole page. It should also be clearly visible how to join ELSA. Maybe archives of old projects could also be included, like for example former law schools. We also prefer not having too many tabs on top of the page. The design should nevertheless be dynamic and catchy, in order to attract more people.

There should be a strong focus on mobile phone useability. There must be an 'About ELSA' button on the start page with updated information.

ELSA Norway: The interactive map you showed does not include Norway.

ELSA Estonia: And Latvia has swallowed a part of Estonia there.

ELSA Sweden: It was made with AI and is not necessarily accurate.

ELSA Georgia: When you look at the proposed design, up there you can click and get more information about ELSA and the people behind it. I do not think it is necessary to have random quotes. Also, really more of a focus on how to join ELSA. This part of the website is not easily reachable right now.

KB continues to present.

ELSA Estonia: National events can also be shown. It does not matter if it is on the map or in the calendar.

Chair closes the Workshop at 15:06.

15:30 – 17:30

AI Guidelines

Participants' list:

Hedin Ragnfred Indregård (HI)
Rodrigo Prelhaz (RP)
Kyriaki Mamougiorgi (Chair)
Alexandra Poullos (Vice Chair)
Aimée Seigner (Secretary)
Maxim Todorov (Secretary)
Naomi Kastelic
Elena Dević
Marek Šotnar
Veronika Březinová
Maksim Kobozev
Salome Akirtava
Emily Urbansky
Nathalie Kehlet
Jakub Gostkowski
Anders Olsson
Mykhailo Risenbeth

International Board
International Board
ELSA Greece
ELSA Denmark
ELSA Sweden
ELSA Austria
ELSA Austria
ELSA Croatia
ELSA Czech Republic
ELSA Czech Republic
ELSA Estonia
ELSA Georgia
ELSA Germany
ELSA Norway
ELSA Poland
ELSA Sweden
ELSA Ukraine

Vice Chair opens the Workshop at 15:33.

Vice Chair passes the floor to ELSA International for the presentation.

HI and RP present.

Workshop goes into group work.

Group 1: We talked about how we can expand the guidelines in other projects like ICE, ROLE, traineeships, directors. We also thought that it would be good to have guidelines specifically for marketing. We also talked about whether we would want specific guidelines for each project specifically, or maybe making it into one big book. Another idea we had was that ELSA International could have a given AI checker for the applicant to be able to self-check their usage of AI before sending in an application. We agreed that it is not possible to ask people to not use AI as it is widely used, but you can be an example for people to follow.

ELSA Czech Republic: Clarification, 15% of AI?

ELSA Croatia: Yes, 15% of AI in the text.

HI: You mentioned a self check as part of the process, can you maybe elaborate on that.

ELSA Greece: It's not only a self check, it is like plagiarism. When submitting a paper, you check for plagiarism yourself in accredited websites. Maybe ELSA International could serve a homepage where applicants can check for themselves, prior to submitting, their AI generated percentage.

RP: Right now in ELSA delegations we use multiple AI checkers, because we want to make sure that we are not flagging someone falsely.

Group 2: We will keep it short and simple. We find the ELSA Delegations AI guidelines to be quite well thought off. There is one thing we think might be missing and that is the mention of AI checkers. Right now there are no 100% reliable AI checkers, so how is ELSA International dealing with that? What percentage of non-human content is acceptable? Which checkers should ELSA use?

Group 3: AI generated answers to the questions. One of the results was to have an AI disclose requirement, when you submit documents, applications and so on. Permissible AI use, technical corrections, grammar, spelling, language quality. It can be used to brainstorm ideas. It should have different levels of permissibility. Prohibited use of AI, has to be evaluated to what degree AI can be used. AI should not be used to create all of your applications.

HI: If they say that they did not use AI, but they obviously did. Would you remove their application or should there be points removed?

ELSA Greece: How much have they used? 15%?

HI: A lot, over 50%.

ELSA Estonia: My question is towards AI detectors. There are a lot of applications written by AI, of course, but it would not include a complete ban or even disqualification, because current AI detectors are not reliable. Maybe some kind of punishment or sanction, but not complete disqualification.

RP: I agree, I do not think we have 100% reliable checkers. But usually, applicants that use AI either way are not applicants that fulfill other requirements and are not selected anyway.

ELSA Georgia: I do not think it should be like in some universities, where you can clarify for what you used AI or how it contributed to the creation of a specific text. Because of the format of a motivational letter.

ELSA Estonia: So your point is that if it is an application letter we should not have an AI check?

ELSA Georgia: Yes because in the guidelines it includes a mention, about that kind of a clarification and it does not matter.

RP: Can you clarify what doesn't matter?

ELSA Georgia: What I made a comment about is similar points that universities have regarding AI, and they use AI for making parallels, and they say that I used AI to find this out because of the format of a motivational letter, which is different from to university. If I use what is allowed to be used it would not make any difference.

HI continues to present.

Workshop goes over to groupwork.

Groups present their groupwork:

Group 1: We agreed that we think that there should be guidelines for ELSA officers regarding Officers. We think there should be area specific guidelines, and also a general ELSA work guideline. The challenge in our opinion is that when reaching out to partners, there is no realistic tone. People are good at detecting AI generated texts and it could look sloppy. It would become obvious when meeting potential partners in person. Another challenge we talked about was that the usage of AI helps with heavy workloads, and gets the job done.

Group 2: To the first question, our short answer is no. We believe there are already a lot of guidelines and handbooks and a guideline for AI would not be needed if we just include AI sections in the already existing handbooks. One of the main issues with using AI is for example data protection and this aspect can be covered in the general data protection guideline.

Group 3: First question, yes we do think that we should introduce guidelines. Second question, some of the challenges are the limitations of AI and the incorrect information that AI provides. It might be problematic if officers do not have the right mindset about the use of AI and if they are unaware or unsure of what the purpose of their use of AI will be, AI will not be used to the fullest extent. ELSA's core values of critical thinking and people's personal and professional development are affected when officers use AI to an extreme.

ELSA Austria: Do you really think that those officers would read the guidelines? There are already a lot of handbooks and more can become overwhelming. There is a higher chance they might read already existing handbooks on different topics, with an AI section.

ELSA Estonia: I agree with you, not everyone reads the guidelines. But creating the guidelines does not mean that you just create a document, you also send it to your locals and can have workshops on them. The guidelines are more for the National Boards and how they should help their local groups with this.

HI: A lot of the work we do is actually knowledge transfer, so it is really important to have it written down and it is not our responsibility to make sure that officers do read them.

ELSA Austria: But the question is if there is a higher chance that they will read this information, if it is added into already existing guidelines.

HI: That's a fair point, I think it depends on the workshop. Some groups are positive for guidelines, some are against.

HI continues to present.

Workshop goes over to groupwork.

Group 1: Because marketing is the frontface of ELSA, it should be regulated. We think that the instructions should be binding, so therefore maybe not regulated in a handbook but in the brandbook. It can be used for brainstorming, or the structure of a post for example. But we also believe that the usage of AI could be avoided by knowledge management.

Group 2: We do not consider the use of AI in marketing to be problematic. If it includes correct information and does not include unsettling or distorted images, then it does not matter if the marketing material is human made or not.

Group 3: We believe that AI in marketing works in many aspects and should not be regulated per say. Instead we believe that it should be a part of a guideline to teach and guide the officers on the possible ways that they can use AI to improve their marketing.

Vice Chair closes the Workshop at 17:25.

Saturday, 14th February 2026

10:00 – 12:00

ELSA Training

Participants' list:

Lucie Nováková (LN)	International Board
Rodrigo Prelhaz (RP)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Chair opens the Workshop at 10:09.

Chair passes the floor to ELSA International for the presentation.

LN starts presenting.

ELSA Denmark: We do not have official ELSA training, so we only do transitions.

ELSA Sweden: I think it is to make everybody equally as competent.

ELSA Greece: Training could be good in general. It is divided into general knowledge, like soft skills and ELSA knowledge, which can help officers be competent, and do their work better.

ELSA Czech Republic: In the beginning of the term, when you choose your directors, a training for soft skills for example might be beneficial.

ELSA Sweden: How do we help with the update of the page, where can we find people that can help with the page?

LN: After the workshop is done, you can come to me in order to offer your opinions on the website.

LN and RP continue presenting.

Workshop proceeds to group work.

Group 1: We do not like the ELSA Training Website, it is first of all hard to find. There should be a link from the ELSA Website that either leads to the Training website, or just has a section on the ELSA Website with the Training. The ELSA Training Website has a lot of sites with little to no information. It is not up to date, as the previous Secretary general of the IB is still on the page. The colours and fonts should match the ELSA Brandbook and the site should respect the clear space rule of the logo.

Group 2: We should focus on an effective marketing campaign. National and local groups should be encouraged to promote training on their social media accounts. More interactive formats, for example instagram reels, should be used. The training needs to be presented in a more active and dynamic way.

ELSA Austria: Social media posts might also differentiate between different types of training and who they are open for. For instance, I do not really think that most members know that they might join a soft skills training, even if they are not an officer.

Group 3: We discussed that to promote ELSA Trainings to members, we could have open calls and make the training mandatory for officers. To get more local and national groups to organise, we discussed having them online, like the ITM. Even if such training is less engaging online, it is still better to have them online in order to avoid travel costs. And regarding how to get the network to engage with the project, we discussed giving participants diplomas, as many want to be able to upgrade their CV.

LN: Thank you very much first of all. For the charges, the first thing is to look for trainers in your area, so that you can just pay for a bus ticket. You can also apply for EDF. And you do get a certificate, but it could be an idea to get it for all of them.

LN continues presenting.

Workshop proceeds to group work.

Group 1: Our ELSA Training Strategy from 2026-2029 focuses on Strategic Objectives, Strategic Challenges and Solutions, Target Groups and Needs Assessment, Implementation Roadmap, Monitoring, Evaluation, and Continuous Improvement. We believe that this is a good start covering all the necessities and creating a solid foundation for ELSA Training.

Group 2: The table of content of a training strategy should include 'What is an ELSA training?' 'Different types of training', and from there 'Training for ELSA members/ officers' as underpoints. The third point we propose is about the organisation of an ELSA training, with 'Nationally' and 'Locally' as underpoints. Then quality standards should also be covered, especially trainer quality and certificates. Another important point is the promotion amongst members, to be exact social media, within the ELSA network, and Website. Additionally, funding of the training should be touched upon, for example important financial support which is mostly unknown, EDF and partnerships. In such a training strategy it is important to use the right phrases. That is why our next point is called 'The continuity of your ELSA career'. It promotes a culture in which it is only natural for ELSA alumni to become trainers. At the end of course feedback should also be included.

Group 3: With our strategy we decided our structure in four main points, with focus on goals. If we go over the focus area, the first one would be foundation and standardisation. Basically it helps to find recurring skill gaps and aligns the competence with ELSA's strategic goals. We thought it would be good if a part of the transitions is done through ELSA training, so that there would be minimal knowledge loss. We can have a certification system. We also added a subgoal that targets regional training, to help the

countries that joined ELSA recently and try to focus on them. The last focus area would be sustainability and legacy, which aligns with ELSA's strategic plan. We also added a key topics overview.

LN: I really appreciate that you all took it very seriously, the documents look amazing. Thank you for your participation, it has been great.

Chair closes the Workshop at 12:00.

13:00 – 15:00

Alumni

Participants' list:

Gabriel Marti (GM)	International Board
Kat Bonello (KB)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Vice Chair opens the Workshop at 13:03.

Vice Chair passes the floor to ELSA International for the presentation.

GM and KB present.

Workshop proceeds into group work.

Group 1: We had a circle discussion about different groups' alumni systems. First, for the Netherlands, they have an advisory board consisting of alumni. The other national groups have a lot of alumni, some of which are very active, but no structure and established systems. It is mostly all about specific alumni, willing to support us or having interest in our events. Such alumni mostly help with PD, ROLE projects and moot court competitions. In Greece for example they are in the welfare commission. About the last question, in charge of the collaboration it is normally the secretary general, but sometimes personal relations might change this dynamic. This is often the case with presidents, which is why they also often coordinate this.

Group 2: We have no local alumni networks. We have mostly social events and we find it hard to get the alumni to participate in actual work on events as it requires something of them. We also have nothing to give to them, moneywise. In some countries, they find it hard to get in touch with alumni. Even if they do, it is either informal or quite formal, depending on if they have a personal relationship. We find the informal way to be more efficient. In ELSA Norway, ELSA Estonia and ELSA Georgia IM is in charge, whereas in ELSA Denmark it is FM.

Group 3: We also discussed the dynamic surrounding alumni in different national and local groups. Czechia's alumni system, though just customary, with no separate association, stood out. A lot of alumni go to the NCMs there, they participate in trainings and even organise social events.

ELSA Austria: It is important to note that when there is no established structure or association for alumni on the national level, then there needs to be engagement and effort from both sides, the alumni and the current officers. For example, on the local level in Austria different alumni reached out to us and we organised events together, which is an example of how alumni themselves keep up the connection. As for the future we would like to support such initiatives, by keeping in contact with specific individuals who have shown interest. Additionally, we are also doing it by the establishment of an advisory board on the local level in Vienna, that can sometimes also include alumni. The possibility of reaching out to alumni and checking up on their interest to engage with us is also an idea we would entertain for the future. Maybe even organise an event to connect with interested alumni with the help of alumni we already know.

Group 4: So for us it looked a little bit different. In Germany they have two alumni associations, both alumni and predecessors. In Germany they have a board and one individual alumni for every city. And the National Board collaborates with the alumni often, for example they have a skitrip and other local events. They also collaborate with the alumni individually and have a WhatsApp group with board members from the past years where they can ask questions. In Sweden it is not used actively. Regarding who is in charge of the alumni, that depends. In the Czech Republic, they have a director in charge of the alumni. While in Germany, it is mainly the President, but also other board members depending on the reason behind the contact, and in some cases locals contact their local alumni by themselves.

KB & GM continues presenting.

ELSA Georgia: I think the first thing that comes to mind is that many alumni are lawyers at firms or have their own firm, and it would have been nice if we could invite them to some events. We have freshers and we invite alumni, and they can invite their firm. But mainly I feel like alumni should help ELSA students get better. They can for example be judges during moot courts. So it is important to attract them as academic partners.

ELSA Ukraine: I absolutely agree, Ukraine also has all the practices, which were mentioned and I would like to add, that it is important for young lawyers to participate in job fairs. All lawyers are important for this, but especially the younger ones, because they would be more interested to participate in our projects and they are more relevant for them.

ELSA Greece: I understand the need to have the alumni involved, but what the 2021 experience taught us is that we need a clearer division. Sometimes, having Alumni that are invasive can be overwhelming, feeling like we are living in the shadow of our predecessors. It is hard for people that were officers the last few years and have a clearer view of how the Association works, to understand that right now they are not the ones in charge.

KB: A question for groups lacking alumni involvement, how do you think this can improve?

ELSA Estonia: Clearer benefits of being an alumni, they should be more visible, maybe through website marketing.

ELSA Denmark: I think we should be better at letting them know earlier, we have a lot of active members but they live far away and need to plan ahead.

ELSA Czech Republic: It is not about marketing, but about personal relations.

ELSA Austria: I totally agree with that. We had personal relationships with some alumni. We have about 700 alumni and we cannot focus on all of them. So it is important to focus on the ones who have proven that they want to engage with us.

ELSA Greece: I think it is important for them to be at the council meetings, because that is one of the few chances they have to interact with new officers that are the next generation. And because of the transition being one of the most important stages, it should also be beneficial for the next Board, if Alumni are attending the transition or even delivering a part of it. Since 3 generations are present, it makes it easier to get to meet them. It can create a friendlier atmosphere.

ELSA Denmark: In Denmark most alumni do not feel like they are real members of an organisation. They mostly just feel like members of a facebook group. It needs to be more formal and established.

ELSA Germany: I think for us it works quite well to have some socials just with the alumni. We in the NB spend one weekend with only them and it works quite well. And it also works well at the NCM, where they have their own social program and join in on the plenaries. They can ask questions but don't have voting rights. We have a WhatsApp group, an email list, we tell them a lot of things that happen and give them our new regulations, so that they can give their input on them.

ELSA Greece: I believe that if the alumni feel that the association is just for show and they do not get any information, then this would demotivate them.

ELSA the Netherlands: What works really well with us is having an advisory board with alumni. This helps with upcoming alumni events by just talking to their spokesperson instead of a whole group. I handle all the contact with them.

ELSA Greece: What if this one representative of the alumni is not regarded well among most alumni?

ELSA the Netherlands: Well, I am not sure. We have multiple alumni in the advisory board. The one we have now is quite young and he knows everyone quite well. Does this answer your question?

ELSA Greece: Not quite, I am asking what if someone of the alumni does not like this person? This creates conflicts and excludes people from the alumni association.

ELSA the Netherlands: Well, that is a good question. This has not happened yet because we are quite direct.

KB: There is a very big representation of Dutch officers in such meetings, so can i ask you what your relations with the alumni look like, what is your experience?

ELSA the Netherlands: With Ed for instance, he has a daughter in high school and asked if we could do ROLE there and Tako is founder of one of our biggest sponsors and he also helps us with contacting more prestigious venues and pays 50%. Ed also joined our NCM and gave a presentation for ELSA Alumni.

KB: What do you imagine life after ELSA to be like, how do you want to keep in touch?

GB: Or if you do not want to keep in touch, why not?

ELSA Greece: I think that getting a rest period is really important, because although you are not an active officer anymore you still feel the need to know everything, since that is what you have gotten used to. It is important for the network but also for your own mental health. So you have to leave the ELSA brand, restructure your own personal brand and then you can come back again.

ELSA Czech Republic: I have great relationships with our alumni network, therefore I am excited to be there as an alumni.

ELSA Denmark: I am excited to be there and guide them if needed, which is my experience with my predecessor. Guide them but let them make their own way.

ELSA Norway: I have a lot of years left, but when I graduate, I would like to be in a structured system, which I can join. This would make it easier for alumni to support ELSA, even financially if they are interested in that.

ELSA Greece: About dropping out, I believe that we always say that ELSA is its people, but the downside of it mostly affects board management. While someone is under the pressure of being an officer, they can get into personal conflicts that will affect the board on its own, but it also affects the alumni association, and can eventually damage the ELSA image in the long run.

GB and KB continue presenting.

ELSA Greece: What worries me about a WhatsApp community is that it might be hard to keep up with all the messages in the groups. The group would have many people and a lot of messages, which would make it harder to engage. That is something we experience with general chats in ICMs as well. So maybe there should be some kind of a division. Maybe there could be a community with different groups depending on the years people were active in.

GB: So, once again, our idea is to promote the tools that we have. But they may still want to receive a newsletter. For example they do not know about ELSA Day, Moot Courts. They do not really know what PD is because they only know STEP.

ELSA Greece: Why not create a subscription system, much like a newsletter. At the end of August maybe. Create a booklet, which actually explains the current projects shortly and alumni can subscribe to it. This could help even active officers, who might struggle to understand different projects. Also, a system that works with ELSA Greece alumni and may contribute to avoiding conflict is that the current President holds a position in the alumni board, and joins the meetings of the alumni board, since they are not as regular as the active Board's are.

GB: That is actually also something that we had in mind. Because currently that is not the case at all, that there can be this link. I have contact with the alumni in a different way.

ELSA Germany: I have a question. How would that be managed? By the International Board and if so, is there not a danger that it might get neglected among all other things the IB does?

GB: That is also the reason why we had this idea and of course we would probably need people helping us like the EIT team. Because right now with the circle we have around 20 people and the alumni. This

already takes some time. But if we raise this, we can have a team that does it. So that is basically why we had this idea. We just need to go a little bit further.

KB: We always say ‘be the change you want to be’ and if we do practice what we preach then we could also be able to contribute to these efforts as alumni in a few months. We can take the initiative and change systems ourselves.

ELSA Greece: My comment is not structure-related. Since we have time I wanted to share an idea we did locally. We did a general presentation of ELSA to be more interactive. But we did not want it to be Board centered and who could present it in a better way than our Alumni. So we shot a video of them, where everyone shared a small story of what ELSA meant for them. We also had some general shots to reflect the friendlier atmosphere. It got a really positive response and made people feel more welcome. The alumni also really enjoyed it, because they felt appreciated and were seen by the newer students.

ELSA Austria: We had something similar with one of the founding fathers of ELSA and it was also well received. We also used it in transitions as well as events with new students.

ELSA Greece: Was it like an official interview?

ELSA Austria: It was a series of instagram reels, like an interview, if I remember correctly. In each reel he answered different questions.

KB & GM continue presentation.

ELSA Austria: An interesting fact about this - one of the founding members had forgotten about ELSA. He later found out how big it had become and how it developed into what it is today. After he was informed he became much more interested in helping out. A very positive example of how alumni might want to engage more if they get information on recent developments.

Vice Chair closes the Workshop at 14:59.

15:30 – 17:30

HR across Areas

Participants' list:

Tommaso Giordano (TG)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Kyriaki Mamougiorgi (Chair)	ELSA Greece
Alexandra Poullos (Vice Chair)	ELSA Denmark
Aimée Seigner (Secretary)	ELSA Sweden
Maxim Todorov (Secretary)	ELSA Austria
Naomi Kastelic	ELSA Austria
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Maksim Kobozev	ELSA Estonia
Salome Akirtava	ELSA Georgia
Emily Urbansky	ELSA Germany
Malin van Rossem	ELSA the Netherlands
Nathalie Kehlet	ELSA Norway
Anders Olsson	ELSA Sweden
Mykhailo Risenbeth	ELSA Ukraine

Chair opens the Workshop at 15:42.

Chair passes the floor to ELSA International for the presentation.

HI and TG present.

ELSA Czech Republic: HR is central for ELSA and being an officer makes it quite easy to connect with many people.

ELSA the Netherlands: For me it was attractive to better myself in a more formal way and for my future career.

ELSA Norway: I really like that I'm a part of something bigger than myself. What I think can be a little unattractive is the workload, I think a lot of us have been close to a burnout.

ELSA Czech Republic: For me it was the momentum, which kept me in the association.

ELSA Austria: I fully agree with that. This momentum you mentioned is very important. Right now I am responsible for HR in my local group and this year we made a very clear differentiation between assistants and directors, which really helped us use this momentum. The assistant position is the best starting position, with very few responsibilities. This position can be easily marketed because of the lack of responsibilities, while still being included in the community. Assistants then naturally want to become directors, which is a position with more responsibilities and a great stepping stone to becoming a board member.

ELSA Georgia: Responsibilities can sometimes be attractive or unattractive. Some people rely on you and you are responsible for them, which might be challenging. At the same time, it is also attractive that you gain so many skills, which make you feel valuable.

ELSA Germany: I think ELSA is attractive to me because of all the projects you have and opportunities. The unattractive part is all the logistical issues, like moving across Germany.

ELSA Denmark: The attractive part was to create something new, which has not been done. The unattractive part is the communication, because you really have to press people for answers and replies.

ELSA Greece: The unattractive part is that it feels like an unpaid job without a specific schedule. For example holidays do not really matter, you still have work to do as an ELSA officer.

HI: I also want to ask you guys which attractive aspects of ELSA should we focus more on highlighting to attract members and what unattractive parts can we address?

ELSA Georgia: From the previous workshops I gathered that there were some discussions about how we are very formal and it is hard to attract sponsors, hard to raise funds. It looks too serious, but it is not only about suits, but also about community and fun.

ELSA Czech Republic: I totally agree, I think the recruitment is the responsibility of local groups. In the beginning we try to attract people by showing them that we are a big friend group, and then we slowly adapt the work. So first it is very informal.

ELSA Austria: In Austria, especially the University of Vienna we are quite fortunate, being in the biggest law faculty and not having a lot of competition. So the real question for us is how to make them really engage with ELSA and visit our events. Making them really a part of the community. A combination of formality, fun and community works well for us.. From the start of this mandate we have gotten around 200-300 new members in one local group. ELSA Vienna also currently has around 50 active officers.

HI and TG continue the presentation.

Workshop moves on to group work.

Group 1: The problem we discussed is that many people just do not find it very interesting. People do not want to work with numbers and they do not want the responsibility. Furthermore, compared to other areas it is not as attractive because the other areas are viewed as more fun. We also talked about how it is important who promotes the position, because how the current officer presents it makes an impact on the perception of the position.

ELSA Czech Republic: It should be the whole board's responsibility to promote the FM area. Promote it not only as an accountant, but as a financial manager.

ELSA Georgia: How you promote it is really important. It should not be presented in a negative light.

ELSA Czech Republic: It would also be good to present it as the most powerful position.

Group 2: We talked about how it is a very specific area, with a lot of financial and legal responsibility. Another issue is the workload and how it does not sound interesting to everyone. It is hard to manoeuvre

this role if you do not have specific skills. On the practical side and how to solve these issues. The key to that is good marketing emphasising the importance of the position and maybe also alleviating the responsibility to other areas as well.

ELSA Austria: The Secretary General is mostly responsible for the legal matters, and the responsibility if something goes wrong is between the President, the Treasurer and the Secretary General. It is important to let the person know that they are not solely responsible.

TG: So please remember that next ICM, it is not just my mistake.

ELSA Ukraine: The absence of the officers and documentation problems should be addressed by BEE. The name Treasurer also does not sound very attractive, especially in comparison to other positions, such as VP.

ELSA Austria: I think that is just a personal opinion. I always thought for example quite the opposite, that Treasurer sounds very respect-provoking because it is a well established name and one of the few positions that is not a vice president. They are just names and everyone perceives them differently. They all sound quite good in my opinion.

ELSA Ukraine: I think that when they see, vice president or Treasurer and they are not always knowledgeable about ELSA, the vice president position just sounds more prestigious.

Group 3: For Estonia it has never been a huge problem finding officers in FM, because it is a huge part of our law faculty and it looks attractive. So it basically guarantees you a spot at an internship. Another part we discussed on how we could market the FM position, is that it should be said out loud that without a Treasurer no projects would be possible. Even if it is more of a behind-the-scenes work, it is critical for being able to organise events. From the outside the impact FM actually has is not seen, because you only see the events that the VPs organize.. A practical solution is also that when meeting with the partners, the Treasurer should do it together with BEE.

ELSA Czech Republic: It is best to make a clear difference between the areas. To make it clear how everyone is really important

ELSA Austria: The Treasurer's position is one of the easiest positions for us to promote, because it attracts law students interested in finances and business. It also helps students develop skills, which are unique to this area. So we focus on how such a position can be quite beneficial for its holder's personal and professional development.

ELSA Greece: The Treasurer is one of the most underappreciated positions, because in comparison to the key areas they do not have their own projects. Also the Secretary General works in IMs, which is an event related area. The perception also varies depending on the group. The way a position is perceived is a reflection of the competence of previous officers. If they did their job right, the position itself also gets more popular.

TG: First of all, for the name, if we change the name of the Treasurer we have to change the statutes. It costs a lot of money, and it is a very classic name that is valued. A couple of questions to you, someone mentioned that they wanted an accounting system that can be used by local and national groups, would you like something like this? Not mandatory but more of a tool kit? It would be free.

ELSA Sweden: Is it for budgeting?

TG: For accounting.

ELSA Sweden: But different countries have different systems. Is your point that we all should use the same?

TG: ELSA International offers an advisory system and if they want to use it, they use it. We can also discuss the system and what is positive about it.

As many of you mentioned, regarding the lack of information, would you like to have something similar to the BEE academy, but for FM?

ELSA Czech Republic: I think it is a good idea, but I do not think it would solve the problem that people do not want to go for the role of Treasurer.

TG: Sure, it is just that if you know that you are not alone, it is better.. It is also good for knowledge transfer.

ELSA Georgia: I agree with the Czech Republic, for example Germany has a one and a half month transition but people still do not go for it because it is after the election and it does not help solve the problem.

ELSA Greece: We have a BEE academy for the presidents, but I do not think it makes the position more attractive. Sure it does ensure that elected officers are more capable, but it does not motivate people to run for the presidency.

HI and TG continue the presentation.

Workshop moves on to group work.

Group 1: In Germany, it is a very attractive role for local groups, but we do not have it in the National Board. You have an area, with moot courts you have said dates. You have traineeships, but if that does not work, you are left with nothing. The main problem on the international level is that there is too much to do and it might seem overwhelming as it is a very hard area. Whereas on the national level if you do not have traineeships, you do not have anything to do in PD. On a local level some have job fairs and host events, which boosts your CV. SOS portal could be improved and has negative feedback. It is easier to get locals into PD, in CZ and DK. It is a position that will be filled on most local boards, however it is not sought after on the national level and is mostly the last position to be filled.

Group 2: Some groups struggle with filling PD positions, while in others it is one of the most liked positions. Those groups emphasize the contact with law firms and all the opportunities in PD. When the position is not well perceived, it is because of uncertainty of what PD entails or because they cannot be successful in a market, which is not doing well. PD also has too many specific acronyms. When it comes to the solutions, the promotion of PD positions is incredibly important. It should emphasize the personal benefits one could get from working in this area in ELSA.

ELSA Sweden: I have a theory that ELSA is normally not attractive to hard core business people and those are often people who would want to do PD..

Group 3: In our discussion we learned that PD is doing very well in our countries, it being one of the most popular posts. An issue we identified is that PD has a lot of soft skills that are not used in practical

situations. A solution is actively working with your board when planning events. For example, moot courts together with PD, where PD can hold a lecture on speaking.

HI: It is good to hear that it is doing great. I do not agree that PD does not provide an opportunity to utilise your soft skills, like for example during lawyers at work events or legal tandem.

ELSA Greece: From our discussion I understood how important the practicality of events is, for the popularity of a specific area. For example, when it comes to traineeships, the financial aspect is an important reason for the lack of interest in our country. And for the legal tandems, since law is a country related science, a lot of people believe that working abroad can only be achieved through practising international law so they are not really interested in getting educated on other countries' legal systems. That means that the international aspect of the area is not popular enough to attract new officers, in case there are no impactful national PD events. At the same time that creates an HR problem, since a lack of officers begins from a lack of Directors. People are not applying as directors for an area with projects they neither understand nor find practical.

ELSA Austria: What is actually the general strategy of the IB on HR? Do they rely on national groups recruitment, or maybe from the EIT?

HI: This is more a cultural thing, usually when people apply for the International Board it is more common that people from the EIT or National Boards apply, even if it also happens that local officers go for it.

TG: Also from the EIT there might be local officers and they might be a part of this process.

ELSA Austria: Coming from a LG perspective, where we have a general strategy for HR, recruitment starts with starting positions with less responsibilities such as assistants, which then naturally try to get positions with more responsibilities such as directors and at the end with even more responsibilities, for example by becoming a board member. We use this momentum, which was already mentioned once. If there is such a strategy for the International Board it might make it easier.

HI: It is definitely in the culture of ELSA, that you are active internationally or nationally and then you want to probably go to the IB. But it is not a part of the strategy as for now, maybe it could be included into an official strategy, but that's something which should be critically explored.

Chair closes the Workshop at 17:30

GROUP III WORKSHOP MINUTES

Thursday, 12th February 2026

10:00 – 12:00

Quality Standards

Participants' list:

Hedin Ragnfred Indregård (HI)
Rodrigo Prelhaz (RP)
Nadine Hirth (Chair)
Morgan Saxin (Vice Chair)
Susan Khonia (Secretary)
Sebastian Gamberale (Secretary)
Maria Giuchici
Vojtěch Pešout
Sofia Üksiratsa
Nathalie Ankenbrand
Daphne Marie Louise van Hees
Elisabeth Rapp
Julia Szczechowicz

International Board
International Board
ELSA Germany
ELSA Sweden
ELSA Denmark
ELSA Switzerland
ELSA Austria
ELSA Czech Republic
ELSA Estonia
ELSA Germany
ELSA the Netherlands
ELSA Norway
ELSA Poland

Chair opens the Workshop at 10:03.

Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

ELSA International presents the following question to the participants: Are the Quality standards as presented attainable in your country/ city?

Chair opens the speakers list.

ELSA Poland: We have variations in the budget depending on where the workshop and the plenary take place. It's harder for the OC to make an economic option if it is held in the capital. Warsaw is more expensive and difficult to find accommodations. It would be too expensive to host it in Warsaw. Other cities might be cheaper like Krakow.

ELSA Norway: Quality standards are not a problem in Norway, as they are attainable. The challenge is accommodation, a budget hotel is one option, but there are issues with bedding due to the size of the hotel required. At NOM, we experienced how difficult it was to find a hotel that was large enough. The capital is the most expensive option logistically, so that would not be possible.

ELSA Czech Republic: It is not difficult to host for us as you know but to find accommodation is difficult but university can be an option because it is big and lowers the cost because of the facilities. The rooms are not free during the semester, as they are used for lectures and classes, so this is not attainable.

ELSA Estonia: Accommodation rules are challenging and we found that out while hosting ELSA Law School. With the ICM, the comfort level and the size of the hotel rooms can be an issue.

ELSA Norway: I want to comment on the Czech Republic statement. It is the same for us but even on weekends they have to pay for security driving the cost up.

ELSA Netherlands: Everything is expensive and cannot hold that many people. Everything comes at a cost, even the university, where there is an hourly rate.

ELSA Czech Republic: The problem is that the national groups are looking online at hotel prices. The hotel prices are higher when you don't negotiate. If you negotiate with them you get much better prices.

ELSA the Netherlands: If the price is 150 euros, it would be difficult to reduce it to a third, so it would not be possible to make it that much cheaper.

ELSA Switzerland: Everything is an issue: Hotels expensive, transport expensive, food expensive and security for rooms.

ELSA Germany: Everything is expensive, and not every place has easy access to transportation, such as an airport.

HI: Some of you guys have been to ICM in Helsinki and seen the Finland half and half approach. Where we had workshops and plenaries in different places. What did you think of that?

ELSA Czech Republic: For me it didn't change the quality standards but before Helsinki I could not see moving 200-300 people but they showed us that it is possible to do it.

ELSA Germany: Agree with Czech Republic. It shows that it works and people are fine walking and not disappointed about going outside. The participants enjoyed it also with the law firm's visits and it was nice to see the city. I think it did not change the quality standards but rather the expectations.

ELSA Czech Republic: As mentioned by ELSA Germany, the law firm office visit, I think, was good, and it was free and included coffee breaks.

ELSA Switzerland: Being at law firms is great as a venue, as they offer great facilities and goodies. Improvement of quality standards with that option.

ELSA Sweden: Agree with what has been said. It is the only thing that is possible in Sweden or the Nordic countries in general.

ELSA International presents.

ELSA International presents group work questions.

Chair opens the speakers list.

Group 1, ELSA Germany: First Question: University rooms can be used if they are available for free and not already booked. However, other faculties are increasingly treating room bookings as commercial opportunities and want to charge money for them. During the weekend, it may be more feasible to use the rooms, as bookings are often free at that time. The plenary sessions could be held in a web-based format, meaning that rooms would only be needed for the workshops. Additionally, the number of in-person participants in the plenaries could be reduced to three people per national group, while the rest participate online. This would create a hybrid format.

Second Question: It is very difficult to find companies willing to sponsor IIMs, as they often do not see clear benefits for themselves. One possible solution is to reach out to tourism partners. It may also be helpful to negotiate sponsorship agreements with food establishments in exchange for marketing opportunities. The same approach could be applied to transport providers, especially public transport companies.

Third Question: Accommodation located outside the city center is usually cheaper, but it often includes shared showers and toilets. Another option could be organizing joint ICMs with multiple national groups in order to share costs and resources.

Chair: Any questions for group 1?

RP: We have discussed it for the autumn ICM. The problem is that you have 8 delegates and 8 people that we have to accept at the ICM.

ELSA Germany: What if we let the 8 board members for the representation into the plenary and stream the plenary for the rest. The rest of the ICM would still be a regular in-person ICM, but if there is no possibility or the costs are too high for a large plenary room.

ELSA the Netherlands: Since only three voting delegates have to be in the plenary in person, it could be an option to stream the Plenary for all the others. Half online and the participants and there not be as it would second rank delegates. But it is difficult to sell for those delegates.

ELSA Czech Republic: Definitely right not to feel excluded but if it would be the matter between full online or half in person it would be ok just to have the ICM.

ELSA Sweden: Agree with what you said. A lot of people cannot go because of university.

ELSA Netherlands: Is everyone back home streaming it or in the hotel room?

ELSA Switzerland: Everyone at ICM just not in the plenary but still in the workshops.

Chair: Any other questions for group 1? I see none. Group 2 who will present?

Group 2, ELSA Norway: As alternative organisational models we talked about the example of ICM Helsinki, where we had multiple venues across different locations. We talked about how a more external OC, with members dedicated solely to hosting the IIM, allows for more focus on keeping the costs low. To reduce costs while meeting Quality Standards, we talked about the importance of partnerships. This while keeping in mind that there are country differences in Norway, partners are more likely to provide venues, while in Poland financial donations are more common because then it's less tax. Local practices that could reduce costs include limiting printed materials, reducing complimentary merch that participants get for free from the OC, producing badges ourselves, and exploring partnerships beyond law firms to include institutions, shops, brands etc.

Chair: Any questions for group 2?

ELSA Czech Republic: You said external OC member. What do you mean by external OC member?

ELSA Norway: What we discussed is that the National Board has the obligation also the Local Board but an external OC like alumni could lighten the workload of a National Board.

ELSA Czech Republic: Good point. What Brno does is to forbid local board members to do it because they won't have time for it so they will give space for other people to be OC members instead because of their obligations.

Chair: something to add? No one? Let's move on to group 3.

Group 3, ELSA Denmark: Finland changed the game by demonstrating that it is possible to manage expectations effectively and move people around in a flexible and structured way.

Regarding food, participants could organize their own lunch, meaning that instead of three included meals, the package could offer two meals per day. It could also be optional to choose between two or three meals. Introducing vouchers would help ensure that no food goes to waste, as participants would only redeem what they actually use.

Accommodation standards could be based on hostels with shared, large bathrooms, which would significantly reduce costs while maintaining acceptable comfort levels.

Transportation is another area where costs can be lowered. Participants could decide themselves whether they want transportation included in their package or prefer to arrange it independently.

Finally, using facilities such as a gymnasium would not be suitable if participants are sleeping in sleeping bags and lack proper amenities, so this option may not be possible under those conditions.

Char: Any questions for group 3?

ELSA Sweden: I agree that Finland showed that it is possible, but it is also important to keep in mind that they charged a higher participation fee.

Char: Any other question for group 3? I see none.

ELSA International presents.

ELSA Czech Republic: As mentioned, what is feasible is common bathrooms with men and women. In common halls. In the Czech Republic, it's standard and not a big problem and it significantly lowers the costs.

RP: It is not a problem in Portugal either but we have to remember that some people might be different in that sense and we are all from different countries and it varies if this is common. That's why it may be difficult to do.

ELSA Sweden: Are the quality standards not 6 people per bathroom?

RP: Yes, but the question is what we are willing to lower in terms of quality standards.

ELSA Sweden: It would be normal for one toilet for 6 people, but not 20 people with one toilet.

ELSA Switzerland: We could have mixed models with rooms that have private bathrooms and rooms with shared bathrooms. There could be an option to request a private bathroom, but it would not be the standard.

ELSA Czech Republic: If the accommodation is in a hostel and the workshop is in another location, it would affect the cost.

RP: It could be an option that hostels would be the standard but you can pay more for a hotel.

ELSA Czech Republic: Yes, that would be the thought behind it, but I'm not sure if it is feasible.

ELSA the Netherlands: How would that work with logistics? How to move around between locations?

ELSA Czech Republic: As i said it was just a thought but maybe if you divide the people and split the OC.

ELSA Switzerland: There can be a possible problem with reporting time if national groups are separated in different locations.

RP: I see what you mean but as mentioned that why we came here to all be together and it would split us up.

ELSA Norway: I have a question for IB. How much is printing expenses? Do you actually use the printer provided? 1000 prints? Is it demanded? In the quality standards?

RP: Our voting cards in Helsinki were asked to be printed. I don't know the reasoning for the 1000 prints, **LN** can answer this better.

HI: We print the voting cards and also print a few things for the chairs, but it has become more outdated with becoming more digitalised.

ELSA Czech Republic: Last year, at the Helga Pedersen Moot Court, a lot of printing was done. It was around 500 euro in cost for print.. At ICM not as much is printed, so it is not as a big part of the budget.

Sweden: With regard to the environmental question, do we need voting cards if we are this digitalised?

RP: Agree it's an environmental cost, but for instance we most likely know you, but chairs don't know the network. Logistically it will be worse, so it is better to have the cards.

ELSA Norway: I agree that it makes sense. We will host The John H. Jackson Moot Court Competition this year. We have to print name cards, notes, but not 1000 like in the quality standards and that is where my question came from and it is a small change but maybe it can be changed.

HI: For the OC, it is different, as for competitions more printing is needed. However, the IB is open to the concerns of organisers and is open to discussing what needs and does not need to be printed.

ELSA Switzerland: Can we have permanent ways to have name cards and voting cards?

RP: The problem is the name and with the model it could not be changed.

ELSA Germany: We have different amounts of votes by local groups so what we do is the initials for the local group which can be held up to identify groups can be laminated in order to be reused and have the number on another sheet. This could work with the ELSA International's voting cards. However people steal them even if they are made to be reused.

ELSA Netherlands: Same thing.

ELSA Norway: Not a bad idea. And who bears the cost if someone loses it?

ELSA Switzerland: The International Board can take back the cards each meeting.

HI: Printing it and then laminating is something we could definitely look into. But I also think we would have the same issue as ELSA Germany, that the cards are going to be stolen. But in the end the voting cards and the printing-ability is a small cost in the sense of the quality standards, so let's try to look at the bigger picture again and come back to the question posed.

Chair: What is the baseline you need?

ELSA Czech Republic: Basic baseline is basic internet connection.

ELSA the Netherlands: I think it is fine with sharing WC but keep it clean.

ELSA Czech Republic: I think for me it is also the food and the breaks for the food would be long if everyone had to eat and buy food.

ELSA Germany: I would also like to add to the fact of the food, accommodation is a baseline needed to be provided. Water needed as well.

HI: Baseline is baseline.

Chair: Anything else you would like to add to this?

ELSA Switzerland: I think there is a need for spaces to have discussions within national groups.

ELSA Czech Republic: Let's be honest, the maximum number of people in the room would be a problem, and all of us sleeping in a gymnasium would not work and would mean everyone would be tired, and some people would snore.

ELSA Sweden: Going back to what could be changed. The social parts could be less. Every night at a social it might be too much. We could only have one social event.

ELSA Czech Republic: Great idea and OC can recommend 2-3 clubs and you can go for yourself.

RP: Very broad standards. What is a social? Could be very simple, no need to provide drinks or a venue.

HI: Expectation and not.

ELSA the Netherlands: Lets go off how much it is about how much it costs and limiting.

RP: Clarification, what do you mean about limiting?

ELSA the Netherlands: Let go of quality requirements and price cap for Gala.

RP: People are reasonable and the value of the gala and i would not go that way.

ELSA Norway: Is the problem with gala not about managing expectations as it's not in the quality standards?

ELSA Denmark: We did a budget for the other workshop and we would lose a lot of money on a gala. It would not be possible to do in Denmark, it is way too expensive.

ELSA Switzerland: A Gala can be anything now. It is more about managing expectations.

ELSA International presents.

Chair opens the speakers list for closing reflections.

ELSA Switzerland: We are students and we need to remind ourselves of that when setting quality standards.

ELSA the Netherlands: We are very picky. For the next board, we could manage their expectations when we tell them and talk to them about ELSA events, and that could help fix the expectations.

ELSA Norway: It is about managing expectations and what we tell successors in transition. There needs to be someone brave enough to be the first to lower standards and expectations.

ELSA Czech Republic: We have to think outside the box, and this discussion shows that if we do so, it can become cheaper and lower the price.

ELSA Germany: Also a big point of discussion was that we can think outside of the box with sponsorships. We have to negotiate with hotels. Find other sponsors like tourism partners for these events.

ELSA Switzerland: Find affordable locations like in the past few years. Even if not mentioned explicitly in discussion.

Chair: Anyone got anything to add? I see none.

Chair closes the Workshop at 11:39.

13:00 – 15:00

IIM Finances

Participants' list:

Gabriel Marti (GM)	International Board
Tommaso Giordano (TG)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway
Julia Szczechowicz	ELSA Poland

Vice Chair opens the Workshop at 13:06.

Vice Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

ELSA International presents Group work 1.

Vice Chair: I now give the floor to Group one to present.

Group 1, ELSA Estonia: Relating to Inclusivity and the Quality of Events. A hybrid format for IIMs might be the most suitable solution to increase inclusivity while maintaining quality. One possible approach would be to raise participation fees while also allowing online participation as an alternative format. Raising the fees is an option, as seen with ICM Helsinki; however, it is important to keep in mind that the fees for Helsinki were also increased. The Alumni Network could be used more actively to support funding efforts. Increasing available funds and scholarships would help make participation more accessible. In general, planning participation fees on a per-night basis is problematic. A fee cap calculated per night can be misleading, since participants are usually required to attend both the opening and closing sessions. It could also be considered whether certain days are more or less essential, which might make participation more flexible and accessible. Shortening the overall length of the ICM could increase accessibility. However, since workshops often contain important content, it might be more practical to reduce the number of mandatory nights rather than shortening the entire event.

Relating to Host Attraction Strategy. A Hosting Fund could be established, financed from three main sources: partners, alumni, and member fees. In addition, gratitude donations from other groups could contribute to this fund. A rotating hosting system with shared responsibility, as practiced in countries such as the Czech Republic and Switzerland, could also be considered. This system should include an option to withdraw. However, instead of a fixed rotation list, it might be more effective to maintain a list of

expressions of interest. Furthermore, financial grants and support should be provided to hosts to make organizing an event more feasible and attractive.

Relating to Attracting Participants and Hosts. The existing Alumni Structure should be used more strategically and further developed. Providing stronger structural support and increasing the number of scholarships would make participation and hosting more accessible. Reducing the number of mandatory nights and scheduling them over weekends could lower participation barriers. Rather than shortening the entire ICM, it may be better to make certain parts of the program optional. Offering online participation for those who cannot attend in person would further increase inclusivity. Additionally, allowing flexible accommodation options—such as staying in an Airbnb or with friends—could reduce participation costs. This would lower fees for participants and reduce accommodation expenses for hosts.

Vice Chair: Any questions or comments?

ELSA the Netherlands: I like the fact that we can stay with friends instead of accommodation. It was not allowed in Finland.

ELSA Germany: We thought that for the attendee it is cheaper to stay at a friend's house (other options airbnb) instead of the IIM accommodation. This lowers cost on both participants and OC.

ELSA the Netherlands: I fully agree that we should stay at a friend's house and also that it is not mentioned anywhere but in practice it is not allowed.

Group 2, ELSA Norway: These two goals of financial inclusivity, making it easier to attend or making it easier to host, can sometimes pull in different directions, so we found it difficult to find a balanced approach. We discussed a lot of different things.

If we introduce different fees based on where the IIM is hosted, this could help hosts in high-cost countries. However, higher fees may reduce participation and limit inclusivity. At the same time, if fees remain the same everywhere, hosting may repeatedly fall on countries with lower costs.

We also discussed liquidity as a challenge. In the way that optional fees (for example gala dinners, social events) create financial uncertainty. Hosts must commit to costs often before knowing how many participants will actually pay for these add-ons, which increases financial risk. We discussed how QS is flexible and does not demand high-cost social elements, but if the hosts don't need to host a social event every day it could reduce the financial risk.

In an ideal world, ELSA International could financially support the hosts and offer more member benefits.

We also discussed as group 1 did - if you're struggling to find a host, you could reduce the number of days of the IIM.

Vice Chair: any other questions or comments?

ELSA Czech Republic: As you mentioned that higher fees would lower the number of participants. We talked about being able to join online for the ones that can't pay as that way you still have participation. Like was done in Malta PD workshops or like for the plenaries with partners.

ELSA Sweden: Social and quality - you have to have one social event pr. day - if you want to have that it can lower the financial risk.

Group 3, ELSA the Netherlands: Relating to question 1, we discussed a system where we divide the countries based on the expenses in that area. For example 3 groups, expensive, medium and cheap, with the more expensive the higher the fee.

Relating to question 2, we discussed having guidelines, as we currently do, with set prices, with respect to the first idea. More freedom on how to divide the costs with respect to the total and more freedom to raise additions that are not essential to the functioning of ELSA.

Relating to question 3, we discussed that the community needs to take more initiative to help. ELSA International could help with sponsorships for organisers, such as general money for ICM or a ICM partner. Maybe other countries can help by donating, in exchange for for example a nicer room view or a free bottle of liquor in the room. Countries can organise an IIM together and fund it together.

Vice Chair: Any questions or comments?

ELSA Germany: We also have a similar system in Germany and to donate and we do not do it internationally but the group that has the money can help and help the host. Common practice in ELSA Germany.

ELSA Sweden: We discussed the same in our group. A big issue is liquidity. The possibility to loan money from Local Groups and between countries and from what I have understood Local Groups have more money than National in most countries so it would be a good alternative.

ELSA Czech Republic: In the Czech Republic we don't have liquidity problems because up front only 20% of the price has to be paid and then we get the participation fees later when we have to pay the rest. Is it the same in Sweden?

ELSA Sweden: It is an issue in our case that they demand money.

GM: Finland asked for money from local groups this year. The hotels ask for large amounts up front when organising last minute. Depends on the country, but the risk for a hotel is huge and it's easier to have lower cost.

ELSA the Netherlands: Relating to the risk gap mentioned on deposit of hotel. With cancellation that is a big risk as we don't get the income.

ELSA Switzerland: It was proposed that the ICM be shorter. We could divide the ICM into extra days, Workshop days and Mandatory days.

ELSA Czech Republic: We have discussed and cannot talk for the whole but if it is about the specific area there is difficulty to have all the workshops now. So it would not be a good option.

TG: Mentioning EDF, you can reflect on EDF as the budget passes easily. It is a possibility to give more money in exceptional cycles to support ICM hosts. This is a point that you can discuss and bring up in the EDF discussion.

GM: A few of you mentioned alumni in two days we will talk about it so think about it and talk about it. Autumn ICM historically was 7 days and now it has been reduced. If we reduce it more we have to think about why we are here and it can become difficult. The problem is that the grant is not for the general assemblies. If the workshop is not tied to the general assemblies, we could get a grant.

GM: have different fees based on where it is. But how do you base that? For example Dubrovnik might be more expensive than Germany because of tourism. How do you base a differential calculation of fees? What do you base it on? If it is very touristic it becomes more expensive.

ELSA Sweden: I don't see a clear solution to that problem. Like having a system of rolling hosting so it is less of a burden so you can financially recover if every 15 years but you can't recover in 5 years.

ELSA Czech Republic: we agree with ELSA Sweden that we cannot do it every 5 years. We do it every 10th year. In relation to grants not being possible for general assemblies. That is the most important point as the general partners don't want to give any money for ICM as it is only internal things.

ELSA Sweden: if 5 years is not enough, it should be extended even more.

ELSA the Netherlands: In relation to a cycle, we do it in the Netherlands and it doesn't work. We want to do it like on the international level. Some Local Groups are not doing good and they will ask us to be excused, if they are not excused they will go bankrupt.

ELSA Czech Republic: The main discussion was having a list of countries to organise the IIMs. It being mandatory for some countries to organise but not for others then it will create tensions between national groups.

ELSA Germany: I would like to add on, it will build a lot of frustration. ELSA the Netherlands cannot do it in a forcible way. You have a some country who will feel like they have to host because of people get excused.

ELSA Norway: direct to what Gab mentioned. This is the exact same problem we had. What is a high cost country? I concluded that it is very difficult to do it that way. Could it be easier to structure the IIM's differently. Discuss it at more meetings maybe.

ELSA Switzerland: ICM could be only for important things discussed at ICMs and have more anticipatory work.

GM: Do you mean more online or adding another event?

ELSA Switzerland: It should be discussed more within the network to see what happens.

ELSA Czech Republic: If we choose the option of doing all the workshops online and have the groups travel to the host country only for the plenary. I don't think a lot of counties will come for a two day plenary only and to pay for accommodation to sit in a conference room.

GM: 2 problems with such an idea. A different event would not lower cost but make it more difficult by having to find a different host. Online gives a lot less input. In person, create an extra connection that allows more solutions to be found. The idea of workshops is to have new ideas come up and everyone being part of the discussion.

ELSA Czech Republic: New topic and short remark. Somebody mentioned that in ELSA Finland Local Groups have more money than Nationals. It is the same in ELSA Czech Republic and what I have seen in my 4 years is that the Local Groups are hosting and some other countries are the same and we could look into that.

ELSA Norway: I think that ELSA has moved in a very positive direction in this regard. The ISM and ITM have helped to prepare for ICMs. But to what extent are we willing to go? But if we look at structuring the IIMs in a different way we should be looking at lowering it to 7 instead of 8 days or make plenaries more efficient. The plenary in Helsinki is an example of how efficient it can be.

GM: I agree with you but at the same time, with how long our plenaries are, even if we cut it by two hours, we want people to express themselves and I don't think shorter plenaries would work if we have heavy discussions, therefore 6 hours is the standard.

ELSA Germany: I think we discussed this last workshop. There might be the possibility to rethink socials. Expectations are of a bar or club booked for us but it could also be ok just to say these bars are good just go there. Then only one social that caters the expectations of an organised party. Some people skip socials so it's not that important to have them every night.

ELSA Poland: Focus on the standard, there is a risk of something happening when people divide in 2-3 clubs. People did not have a good experience also for security reasons.

ELSA Czech Republic: That is definitely an aspect to have private clubs. But we are all adult people that know how to club and so if the OC gives recommendations of solid clubs and some OC come with us then it creates a secure environment.

ELSA Poland: We have some clubs that are closed for us, we recently had a change a few months ago. I don't mean that the clubs have to be closed but there can be different conditions and you must enter the club before midnight to be full.

ELSA Czech Republic: I get what you say but my point is that we got used to private clubs at ELSA events but in personal life we go to clubs as well. I don't think it is a problem to go to a public club.

ELSA the Netherlands: For people in Helsinki we could enter for free before midnight. We were mixed with many people and it was not a bad compromise.

ELSA Sweden: Back to answering questions. We have quality standards and it is not mandatory to go to socials and they do not have to cost money, it also depends on how many socials you want.

ELSA Norway: You mean, price based on the amount of social organised? Change quality standards to not have an event every day?

ELSA Sweden: Both are options and it is not reasonable to only cost 20 euro and it is reason to change it.

ELSA Czech Republic: for me, if we are talking about the current system of social every day then it is okay to change from flat rate to based on the number of nights of stay at the ICM. Also open to make the fees higher because I can imagine it might be different. If you take participants to a public club it is not the same price as a private club so there should be quality checks on what you pay for.

GM: I want to react to something that is said. Regulation says that at ICM there is an academic and social aspect. Academics is not only a cool workshop, we need to do it is the most important. Social is what gives us the reason to go for International Board and National Boards. Don't you think if we would be split up at socials we will not mix and it will just be like a small NCM around the ICM country?

ELSA Czech Republic: For me the best option from what we know in the Czech Republic is raising fees and having the same format as now. But if not raising the fees we need different formats of the ICM so we can meet in person. Definitely raise fees but same format, but it is ok to have less events maybe to make it more accessible.

ELSA the Netherlands: Relating to Socials and funding concerns we could have an option that when you get there it is more expensive than buying the socials before. You can get the option and get more money that way.

ELSA Czech Republic: In my experience not many people will not choose socials initially. But maybe.

ELSA Switzerland: You should be able to modulate socials and also pay last minute and pay per nights stayed. It might be unfair for people wanting to go to socials but then not going for work at the ICM.

ELSA Poland: If there is exclusivity and the difference in price, I do not see how it will make that big of a difference.

ELSA Sweden: It would be risky to add extra people and we do not know how it is going to go.

ELSA Czech Republic: I agree with what Morgan said but then if OC can add people for the social last minute they can pay more. It is something that happens in everyday life.

ELSA International presents.

ELSA International question. Discussion on extra fees for delegates above 8.

ELSA the Netherlands: Is the ninth person or like more?

GM: For extra people over the 8 for all groups.

ELSA Germany: Do you have a sum in mind?

TG: It is a guidelines question and depends on the budget. And it could be a good idea for people to join if they have the funds. But when you have more people in the hotel. It can be more expensive if you are like 500 and the hotel needs to accommodate that.

ELSA Norway: To me there are very important differences between prices for delegates and having different prices for NB members. If it's only 8 then locals can take the free spots if the entire NB does not come. It could be a good idea for NB to pay less. But locals could pay more since most of them are going to IIMs for the experience and are therefore willing to pay more for the meeting.

TG: In case the members are the same they have to pay ex. 100 euro and more after the 8th but of course it has to be discussed.

GM: The idea of the national board does not go to the point as we want all groups in all the workshops. That is why for the 8 saved spots. It's difficult to choose but that is why the system is thought of as this because you already have to choose. You already have an order as the ones within the 8 have more responsibilities.

ELSA Norway: Good point and in Norway we run between Workshops to make sure we are represented and the fees can become difficult like what they have to pay.

ELSA Czech Republic: What are the statistics on what would fall under the 8th person and the extra costs?

GM: I don't have them in mind but we can figure it out. Also this is something ELSA International can't do anything about. We are here for a solution based on the fact that each group deals with it differently.

ELSA Czech Republic: My question is on the statistics because of the participation fee.

ELSA Switzerland: We already make decisions within national groups on orders and if you are in the 8 you can get some funds to go to ICM so who pays more is already part of an internal decision making process.

ELSA Estonia: I Agree with the previous statement. The point is that it is only for the national board and the missing national board member could be helped and those who are not as the 8th member is the solution.

ELSA Czech Republic: It is already a discussion on how to present locals. We already choose them by area for workshops. If there is a lower participation for some it could be a motivation to work hard and try.

ELSA Sweden: Hard time understanding the question. What are you trying to pinpoint and reduce the fee?

GM: No, we keep the fees as is for the 8 but raise for the extra members. How much is in discussion but might be higher based on costs.

ELSA Sweden: Not to have the extra participants?

GM: Just so we don't make a loss on them.

ELSA Sweden: I didn't see the issue with that but now I understand.

GM: The idea behind is more money for the host but without stopping the participation of the people that contribute in the plenary and workshop.

ELSA Germany: Definitely understand where you are coming from. It will be difficult for us to decide who is gonna pay more and get scholarships and alumni and directors have to pay upfront. If higher prices German delegation might shrink and could risk lower participation.

GM: The problem here is the ICM in Finland said they had to have this amount of people in the hotel for them it would be a big loss and the flexibility will be low.

TG: I see the point of the delegation but imagining the host perspective. It is about how much we need to raise. But on the other hand if you think of the loss on the other people. It is a problem for the host. Real impact on the host, they can't be making a loss on extra delegates.

ELSA Germany: I have two points: first, the price should be higher and offered as a package, not just one night or per night, so it can add up.

TG: It will not be per night but in general.

ELSA Germany: I think there is a possibility that a host could decide you can only have 8 delegates. As GM mentioned, there are 8 guaranteed spots for each national group but some countries do not attend IIM's and therefore I think it will add up.

TG: Regarding the quote of the hotel you usually do not do 8X41 you consider extra delegates and no showers. Do you think it is better to ask them to pay more or to tell them they can not come?

ELSA Switzerland: Allowing locals to come is important from a HR perspective to push people to run for NB it is important to allow them to come.

ELSA Sweden: I agree and I can see it from both sides. Germany is a big country and you have a big delegation. But it should not be a burden for the hosting country.

ELSA Germany: A good compromise is that a lot of groups attend and take extra spaces. Instead of saying that others can't come circumstantial on how the loss happens. If you have to book more beds for instance you might want to treat it differently than if existing spaces are filled.

TG: I see the point but the issue is if you give it to the OC and IB, max. Something if you need more space and look at the finances and make it more efficient. You have to look at the big picture and the general.

ELSA Germany: I would like to ask people that did IIMs what is the main reason for loss accruing because of extra delegates.

GM: Basically it depends on the system but if you have venue accommodation and dinner each delegate is 70 a day and pay 59 more people more loss. Harder to compensate with other fees if you cover these losses that is better.

TG: The basic problem is the accommodation and is usually the issue and not the food it is an issue but not the biggest issue. You can find better solutions for the lost.

GM: Since we are out of time we will end soon.

Question: Who would be in favour of raising the fees in general?

ELSA Czech Republic, ELSA the Netherlands, maybe ELSA Estonia in favor.

ELSA International question. How would you feel if you have to pay a flat fee for participation no matter how long you are staying (for example to cover venues)?

ELSA Czech Republic: What is the preferable option? To have the flat fee in general or according to the nights you are staying?

TG: It's more fair to have this flat fee for all participants. But this also comes with the quality standards based on accommodation.

ELSA Czech Republic: new fee and make the price higher?

TG: If we don't want to reduce the fee it would increase the cost if we include in fees the night fee will go down a bit based on the flat fee.

What do you think about exploring the idea of a (flat) fee only for the venues?

Everyone present is in favor of exploring the idea.

Vice Chair closes the speakers list.

Vice Chair closes the Workshop at 15:17.

15:30 – 17:30

Hosting IIMs

Participants' list:

Lucie Nováková (LN)	International Board
Kat Bonello (KB)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway
Julia Szczechowicz	ELSA Poland

Chair opens the Workshop at 15:40.

Chair passes the floor to ELSA International for the presentation.

ELSA International presenting.

ELSA International presenting the Group work.

Chair: Group 1 would you like to present?

Group 1, presented by ELSA Czech Republic: Possibility to organise an ICM in all countries, Accommodation, venues, but problems with the budget.

First, accommodation is an issue in the budget. Hotels for 300 people are too expensive or located far away from city centers. When a hotel is far from the center there is an increased cost for transport.

University cannot be booked in the semester and you have to pay for the university rooms and it is very costly. The Czech Republic and Poland have no problem with OC. Switzerland is a problem because of English and not enough people would be confident in helping out. Depending on the local group. The country is afraid to go bankrupt because of it.

Partners and sponsors are difficult to find. They do not get a benefit from it, maybe international will. Grants do not like the idea of paying for a general assembly. Even if the grant is suitable for ICM there is a small chance of success as if you fulfill all the conditions there is no guarantee that you will receive the money, as they can just deny your application. Money is the biggest problem also because upfront payments might cause a liquidity issue.

ELSA Switzerland: In Switzerland it is technically possible but about 750.000 euros in costs to organise it so effectively impossible.

ELSA Germany: To add on to this. As a group we talked about the loss and the participation fee does not cover and the loss will be big.

ELSA Czech Republic: True, we didn't think about profiting. We knew from the very beginning that we would lose money.

LN: Especially in the case of Czech Republic it's the 4th IIM since covid they organise and every time there is a loss, but it should not be expected that every time they volunteer they bear the loss.

Group 2, ELSA Estonia: Accommodation is the most expensive fee, around 70 per person. Options to decrease the fee can be separate accommodations. Hostels are not always an option, and no more than 6 people per room is the quality standard. Plenary rooms and WS rooms are approximately 1500-6000 per room per day. Options to decrease the fee by using university rooms but keep in mind that it could be still expensive depending on the country. Lunch and dinner is 80 euro per person per day. Options to decrease the fee is to eat in a restaurant nearby, and not eat in a hotel. Social is 3000 per evening. Options to decrease the fee is free entrance instead of booking, negotiating with the bar and telling them 300 people coming for the drinks.

The Gala is about 2000-6000 per evening and about 60-100 euro per person. Options to decrease the fee is that there is no need to organise Gala twice a year, maybe only spring one. More chill venues, other formats like rooftop bars and smaller snacks. The transportation costs depend on venues. Option to decrease the fee is hotel on the outskirts, walking, guide to the participants to get to the venue themselves. Photographers could be the OC or EIT. Cards, goodie bags can be made by sponsors.

LN: First of all. I do not think gala is the pressing issue. It is accommodation. The hostel will not fit into the quality standards. What are your options on that?

ELSA Estonia: I think we came up with no answer to the question. For some it's ok to be more in one room and not for others. Also different accommodation depending on preference was discussed but no clear answer on that.

LN: What we are worried about, and what we need to keep in mind, is that we cannot have it all, something needs to change. For example, it could be the accommodation.

ELSA Norway: I think exactly that is the point and that is what makes the discussion so difficult. In ELSA Norway we generally don't do hostels because of the lack of options. The most feasible is a budget hotel where you put more people in one room and 2 people in one bed of 120 cm.

ELSA Germany: First of all, different venues, some people are willing to pay 20 euros. We could make accommodation optional, so the host does not have to cover the cost. You could then choose whether you want accommodation included or prefer to arrange it yourself.

ELSA Czech Republic: Yeah everything Germany said we discussed. But the other side of the problem is the ICM losing its character. We have to choose if we prefer to change the way we do ICM's or increase the fees.

LN: The main point is the assembly and not the socials and it is good to see your friends but it is not what we are here for. It is still a general assembly above all. Otherwise, we could do it like other student associations and simply meet online.

Chair: Would anyone like to add something?

ELSA Norway: To add to what was discussed, we considered the possibility of decreasing the amount of days for the ICM. However, the IB raised the question of what the goal of the ICM would then be.

KB: If you had to cut it or change it. What would you cut or change?

ELSA Germany: Some workshops, bits and pieces, could be hybrid, like in Malta where some parts were streamed. The workshops could be held in a hybrid format, and then the mandatory days could be the last ones for the plenary. That way, there would be fewer days to take off to attend the ICM and lower overall costs.

ELSA Czech Republic: I think we have discussed the online form. Can be a great way to get people who cannot go to ICM and groups not going will go if it is online and get more out of it.

Group 3, ELSA Denmark: We made a budget for ISM in Copenhagen in 2027. We divided it into income and expenses. On the income side, we included our two sponsors who normally fund our NCM: our general sponsor, Bech Bruun Law Firm, and Tuborgfondet, which usually supports student associations in Denmark. We also included participation fees for 5 nights. We expect around 100 participants: 90 from ELSA non-favoured countries and 10 from ELSA favoured countries.

We included income from the social programme, sightseeing and the gala. For the gala, ELSA Alumni will pay double, meaning 100 EUR to attend. We expect around 20 ELSA Alumni to join the gala.

On the expenses side, we added costs for the cultural programme, lunch, dinner, catering, coat check at bars, gala dinner (without wine), gala staff and gala decoration. We are considering buying wine from Germany because it is cheaper.

The hostel price includes breakfast. We also included stickers and merchandise, a buffer, as well as the social programme and sightseeing in the budget. We will book workshop rooms at the University of Copenhagen for free, so we do not have to pay for venues.

In total, our income will be 43.700,000 EUR and our expenses will be 59.995,000 EUR. This means a loss of 16.295,000 EUR to host ISM in Copenhagen.

LN: I wanted to ask if you have any experience. Can you use your university? Also in the dates of the ICM?

ELSA Denmark: It depends on how many people. Maybe if you book in advance there is room for us but could be an issue as there are other students.

ELSA Czech Republic: We also have the option of uni for free but in the day the rooms are used as there are classes going on

ELSA Denmark: If it is like now in January there are exams so quite free. Classes start in February.

LN: There are specific dates for IIMs that have to be respected.

ELSA Norway: This was made for ISM that is why the dates.

LN: I know but that is why I was wondering if it was an option all year around or like in other universities it is more difficult outside of these dates.

ELSA Norway: Then we hosted NOM and John H. Jackson. We cannot be there the whole day and we have to pay.

ELSA Netherlands: Denmark this budget is very nice and idealistic but in the Netherlands transport and costs would be too high.

ELSA Norway: In Norway it is theoretically possible but we need human resources to find sponsors as well as a lot of time. Also discussed gala dinner where you can buy your own alcohol at the venue of the gala without paying for the alcohol there.

ELSA Germany: At our NCM our local group handled all the catering for the gala completely, as well as the bar and everything else.

ELSA Czech Republic: I mean in general your own alcohol can be a great option to raise money because if you buy in a big store it's very cheap and make a profit by selling at normal price for everyone and make a huge profit. Can be a good way to raise money and make drinks cheaper for participants.

ELSA Norway: It is difficult to do in Norway and we have to have a licence to serve it.

ELSA Germany: Our local group raised money by selling a lot of merch and different kinds of merch like at this ISM in Georgia.

LN: Are these figures for hotels real ones? Did you find them?

ELSA Denmark: Yes it's a hostel but not too fancy. But not sure it could fit everyone.

LN: Maybe for a small hostel it won't work, as ICM is 300 people and might be a problem in a small hostel.

ELSA Czech Republic: For the entire day we talked about accommodating the participants in the hostel but do we know any hostel that can host 300 people?

LN: Why we are talking about hostels and we can divide the participants and then you can divide. There is nothing in the regulation about this.

ELSA Czech Republic: So when we talk about some in hostels and some others in normal hotels for extra cost that is about dividing participants right?

LN: What I have in my head is not even different options but only multiple hostels.

ELSA Czech Republic: Thank you for the clarification.

Chair closes the speakers list.

ELSA International presents.

Open discussion: optimism time.

ELSA Sweden: Like group two we discussed gala and the roof top and not make it private. The issue is changing expectations and completely taking the gala away.

ELSA Czech Republic: I think the problem involving accommodations were discussed. We need to lower expectations and split in hostels to accommodate everyone.

ELSA Germany: Changing expectations with socials and not having transportation. Like Helsinki prior to people getting there.

ELSA Czech Republic: For instance, regarding food expenses, we can find other solutions, like in Finland, instead of having a hotel buffet.

LN: Quality standards say that you have to have diverse food. Keep that in mind that there are quality standards. Would you mind if you eat kebab the whole 5 days?

ELSA Sweden: I would not mind. However I do not think that is the issue. It would not lower the cost to serve the same food for all the days.

LN: I think that maybe you can get a deal that ordering every night from the same spot you can get it for cheaper. It is in the quality standard but if no one minds why not?

ELSA Switzerland: Can have varied food within one restaurant and still have diversity in accordance with quality standards.

LN: I didn't want discussions about restaurants but I just wanted to raise the question about if people would mind and if the standards should change?

ELSA Germany: Another thing we can do more is have more sponsors in kind for food and drinks. Like ICM in Helsinki with vouchers for instance.

ELSA Czech Republic: Great idea but I would be afraid it is not possible to find the restaurants and for all the participants to eat there.

ELSA Switzerland: Eating at university canteens can also lower cost as meals there are subsidised and could find a deal with university for even lower costs.

ELSA Norway: Where does the line go in according to marketing like the opening planetary and can they include the article e.g. competence?

KB: To be honest I would like to do it. It is not regulated but I am willing to do that in stories or posts to promote sponsorships. In Malta we approached the tourism industry in Malta and showed them the instagram of all national groups and see if something could be done and it went somewhere and ELSA International would be able to help in that regard.

ELSA Czech Republic: I think we are talking about changing the quality standards in the workshop and in the current setup. When I look at the problem, what would actually solve it would be increasing the prices. We should consider this solution, even if it is only a few euros per night.

ELSA Norway: Regarding the lack of HR, it is a big problem. HR allows logistics to be handled more easily, and without it everything becomes more difficult. One way to address this is to promote more strongly the fact that IIMs can be hosted by local groups. At the ISM in Malmö, there was a very good

workshop on this, and many people felt encouraged to host something afterwards. Pushing the positive aspects could help a lot on that.

LN: I would love it if you promote IIM and I will help you. If there is a lack of HR, a lot of local groups would be happy to help. A lot of national groups would too. The Czech Republic is more likely to host because they have hosted and know more about it and getting them involved. Joint cooperation also possible like Spain and Portugal or Czech Republic and Austria in Brno could also work.

ELSA Czech Republic: I think that in this matter we tend to be very negative. We should stop doing that because it pushes us to not organise. We should push the other aspect, the nice one, the gratefulness of the networks, new friendships and international connections.

KB: I agree with everything that has been said. HR is a really good way, especially if you become an alumni as it allows you to use people who want to stay involved in the network. As a national group, if you have more time to plan it, and you use the people who want to stay in the network, it becomes much easier to organise.

LN: Also I know you're thinking about not wanting to make a decision for the board after you but if you join the OC it's not that much of a burden and you can even go as alumni in the OC, it actually most of the time works better as it doesn't stop the work of the Board, but you still have experienced people.

ELSA the Netherlands: Generally working and reducing the misconception and telling people that it is a possibility and it is not as difficult. The misconception that it is the national group that has to host but more external OC.

ELSA Sweden: Catching up with what the Czech Republic said. It is great for the national reputation as well as with externals as ELSA Finland got many sponsors out of hosting ICM in Helsinki.

Chair: Anything to add? I see none.

Chair closes the Workshop at 17:33.

Friday, 13th February 2026

10:00 – 12:00

AI Guidelines

Participants' list:

Hedin Ragnfred Indregård (HI)
Rodrigo Prelhaz (RP)
Nadine Hirth (Chair)
Morgan Saxin (Vice Chair)
Susan Khonia (Secretary)
Sebastian Gamberale (Secretary)
Maria Giuchici
Vojtěch Pešout
Sofia Üksiratsa
Elene Utarashvili
Nathalie Ankenbrand
Elisabeth Rapp
Julia Szczechowicz

International Board
International Board
ELSA Germany
ELSA Sweden
ELSA Denmark
ELSA Switzerland
ELSA Austria
ELSA Czech Republic
ELSA Estonia
ELSA Georgia
ELSA Germany
ELSA Norway
ELSA Poland

Chair opens the Workshop at 10:03.

Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

ELSA International presents group work.

Group 1, ELSA Poland: We opted for general guidelines for all motivation letters (SELS, WELS, EIT, ELSA Traineeships). The core concept is the same everywhere, so creating specific rules for each is unnecessary. We also believe AI is best used for: brainstorming ideas, but not the general thought, the core idea, structuring thoughts, checking text. We can kindly ask applicants to not use words that we don't know as they are impossible or very hard to verify.

ELSA Sweden: Hard to read to what kind of extent the AI has been used.

ELSA Denmark: We also talked about it being a problem that according to the PD application process, for some of the traineeships you have to be fluent and you don't know if the person is fluent if they use AI.

ELSA Czech Republic: For a long time, we have had translators or AI.

ELSA Poland: I wanted to emphasise that AI is not only a translating tool but also gives you a whole structure of letters and some more complex language structures that you can't use if you are not fluent in English.

Group 2, ELSA Estonia: We thought of taking delegation guidelines and adjusting them to the projects requiring applications, for instance SELS/WELS, ICE, traineeships. Otherwise, to make unified guidelines for usage of AI in ELSA: First, we can have guidelines for application processes with broad policy that can be applied both on the national and local level. Secondly, we can have guidelines on research made with AI for the competitions like Helga Pedersen and John H. Jackson. Furthermore, we thought of a transparency requirement. For instance making an AI statement “I used AI for...”. We can’t be sure if people declare honestly but still increase transparency in applications. We elaborated on how much AI we allow (granted a person admits usage) and agreed it is ok to use for Grammar and spell check, Language clarity and Getting background information.

HI: I think the point on usage transparency is quite interesting but as you mentioned there is the concern about if they will admit it. If they are transparent, we then might be more lenient on how much AI is used.

ELSA Norway: We discussed that as well because it makes applicants aware and you have to tell what part you have used AI for. They could lie but it could also make them aware.

ELSA Germany: We are also working on an AI guideline, actually finished it. We also put a transparency clause for the submissions where they cite where they used AI. It's a good case study to see where AI is used and can make more regulations on those points.

ELSA Switzerland: I think we also talked about how the use of AI can be limited and fight the people that use it wrongly. Give students a tool when they declare it correctly while fighting against AI abuse by students letting AI do all the work.

RP: Yes or no. If we find that AI was used, should we exclude the application?

Unanimous agreement, that points should be deducted, but the application not outright excluded.

ELSA Germany: The biggest issue with AI is that in general an exclusion would not be fair. Because AI is always changing, it is difficult to actually tell if it's AI or just an AI style of writing. Because of such a strong consequence we have to be careful.

ELSA Switzerland: English as a second language can cause text to sound like AI and exclusionary consequences for people that write like AI due to their second language would be unfair.

Group 3, ELSA Germany: In regard to the first question, we discussed different areas of ELSA projects, where AI guidelines should or could be expanded to. Such as: Traineeships Applications, ELSA Law Schools, Moot Court Competitions - Written Submissions, Applications for the EIT, or other Teams, Applications for Working Groups of ELSA International, whenever you have to attach a cover letter, for the ICE applications, Law Review, LRGs, Synergy blog writing of articles in those categories, Preparation of materials for ROLE or ELSA4Schools. And in regard to the second question about how much AI we allow in applications to ELSA projects we drew the line between generative AI and supporting AI. We also believe that supporting materials for AI regulations, such as FAQs, could be very helpful for applicants, since it is hard to be sure where generative AI begins and supporting AI does.

RP: E.g grading applications for AI checkers, should ELSA International invest money in AI checkers?

ELSA Germany: I had the same question for our AI regulations on a national basis. We discussed it with our partners. They have AI checkers and scanners for their written submissions and applications that they get. They invested a lot of money, but it also does not 100% work because these trackers are slower than AI in development and do not help in identifying AI. Which is why in our opinion it would not be sufficient for ELSA International to invest in such a scanner or tracking-tool, currently at least.

ELSA Switzerland: These AI detectors are not very useful as they miss a lot of AI and sometimes find AI where there is none. Further there are specialised humanising tools that make it easy to avoid these detectors. They would only detect the “stupid” usage of AI and not a person that actually uses AI to avoid doing the work.

Chair gives the floor back to ELSA International.

ELSA International presents.

ELSA International presents group work.

Group 1, ELSA Poland: Relating to the first question, yes, we should. We have to be aware of the fact that when sending materials to our partners we are constantly judged and have to be professional in external contacts. It looks different between ELSA officers, because we don't have to be so formal. Internal contacts don't require using very fluent and correct language. Relating to the second question, there are some universal guidelines in different companies, for example legal companies. They say that you cannot put any personal information or personal data into the free version of Chat GPT or other AI tools not in the premium version. There should be two guidelines, one for ELSA officers and one for applicants.

ELSA Denmark: We talked about a checklist on how to use AI. Where I work, we have AI tools where we can put all the info in. Gemini for instance trains on all the information/data you give it, but ChatGPT plus does not train if you pay. You must have a checklist to make sure to maintain GDPR.

ELSA Sweden: We should have a prohibition of usage of personal data in AI usage.

ELSA Germany: Good idea to have recommendations in guidelines and not only prohibition.

ELSA Switzerland: Linked to the safe AI, we could think of procuring an AI that does not train on data for ELSA, but on a long-term basis because there isn't any money for it.

ELSA Germany: This is also what we are trying to do on a national basis, trying to find a partner to give a good AI to our moot court teams to give a safe AI that knows law and is GDPR compliant. Notion is willing to give benefits to ELSA and could be a great partner. They have an AI working with workflows helping with rewriting texts.

Group 2, ELSA Estonia: AI guidelines are necessary. AI is very time efficient but has the challenges of reputation if usage.

Relating to the GDPR handbook we discussed integrating guidelines into existing handbooks vs creating separate ones, so it won't get lost. We agree that separate documents can make it more visible and easier to implement. Including it into the national transition would be important. The main challenge is the external aspects relating to presentation, publications etc. ELSA's image and copyright have to be taken into account. In relation to internal usage, complying with GDPR is an important consideration. AI can

be used for processing internal documents and writing letters/messages with AI, making meeting minutes. But we should think of Internal AI network with close box processing.

Group 3, ELSA Czech Republic: Relating to the First Question: Introduce AI Guidelines for the use of AI as ELSA officers. Generally agreed, especially in regard to data protection and what can be put into AI. For example, putting names or internal information. What can or cannot be used. It is also a risk using it for Knowledge Management. Relating to the Second Question: Not using any personal data of partners, participants or anything similar, so data protection. AI hallucinates a lot and then you might present facts or understand things the wrong way. When coming up with a proposal and the reasoning behind it. When you are working on transition materials, it can make the ELSA work in general less human or personal. You need the specific experiences from the person rather than broader scoped information.

ELSA Switzerland: We should differentiate in the guidelines between internal and external use of AI with the challenges being very different. Further the Guidelines can also be a sharing of information between groups where the most efficient way to use AI for instance to minute meetings can be shared throughout the network and we can help each other out to see the best usage of AI.

ELSA Denmark: With using AI for minuting we have to be careful with the regulations in the GDPR.

HI: We have discussed it with our board, and we did discuss the GDPR was lacking in usage not just for minuting but also for board meetings.

ELSA Norway: I think it is also very important where you regulate things in handbooks, regulations, or other documents and a discussion is important when looking into it.

ELSA Germany: Agree that for the usage of AI internally you should have guidelines for the use of AI.

ELSA Czech Republic: As you mentioned we don't need a regulation GDPR is already an EU regulation and no need to further regulate.

ELSA Switzerland: GDPR is not applicable everywhere so it's important to mention general privacy concerns and not only GDPR.

ELSA International presents group work.

Group 1 presented by ELSA Poland: We have to be careful in using AI generated pictures and graphics, the brand book must be respected, properly generated logos for example, and maybe somehow adapted to the AI reality. The major problem is in controlling local groups and their usage of AI tools. Not only graphics but also copywriting and promoting different projects. EU regulations also must be respected. Better is to use photos taken by us. Templates made by the national board might give them control, at least a bit. We recommend using Canva pro AI tools and not free AI website tools. For the second question, yes, we cannot prohibit it, it is inevitable that AI will thrive. ELSA International can regulate the way of using AI tools and give some ideas on which AI tools are the best for generating graphics.

ELSA Sweden: In general AI should not be promoted in ELSA because of what we stand for. MKT should not promote the use of AI.

ELSA Denmark: One thing to be aware of is copyright law. When using AI generated pictures, I am not sure we can get copyright of the picture. We don't know when a picture is protected by copyright. We then have to state that its AI generated picture if it is posted as per EU law.

Group 2 presented by ELSA Estonia: Relating to adaptation, there is a need to adapt. We find that there is no reason to ban, as there are more benefits than damage. Transparency on usage of AI in MKT. For the image of ELSA usage extent is a question we should ask ourselves. Maybe have some basic guidelines for the whole network. Relating to regulating use of AI, there should be guidelines, integrated into the officers guidelines/brandbook. And made clear in Transition! The most important thing is the use of common sense. There should be MKT control over AI generated content. There are different usages with merch design or generating ideas.

ELSA Switzerland: We should not be regulated in a strict manner as different countries might have different requirements. It's important to give freedom to each group and keep in mind every country's legislation. Some must regulate more than others.

RP: Would you like to see these AI guidelines in the decision book?

ELSA Germany: The decision book or brand book?

RP: It is one and the same it will be?

ELSA Norway: Depends on what is regulated.

ELSA Czech Republic: In my opinion some prohibited conduct should be regulated in the decision book. like not generating the ELSA logo and should manually add it to content. Those things I would regulate in the decision book other parts should be in the marketing handbooks and not overregulated.

ELSA Germany: Things like the ELSA logo are already in the brandbook. But for instance, you have on the website images that you can use as they are copyright free images and AI can be regulated like this.

ELSA Germany: I would also emphasise brandbook makes more sense to e.g. a guideline we do not want to overregulate because it changes so much. As a marketer you use principally the brandbook and canvas template to make sure locals read it.

HI: Because that's one thing you as you said that if we should put it in the brandbook instead of a handbook and it is something to think about.

Group 3, ELSA Austria: Relating to the first question, In this way you can make the life easier for the marketers. Use actual photos of people to make people want to engage with ELSA. Using AI tools like expanding pictures or changing things in images can make it easiest to use AI and being aligned with the GDPR. Doing a recap or doing a general post you need to use the actual logos and writings. Using AI to write captions could be helpful to make things more appealing. Relating to the Second Questions, there should be some notes within the brandbook in order to keep up the CI. Make a guideline or handbook for Marketing in regard to do's and don'ts in Marketing with AI tools in mind.

ELSA Germany: I think such a thing as a FAQ could be working for these guidelines as a supporting material.

Chair closes the Workshop at 11:58.

13:00 – 15:00

Breaching Regulations

Participants' list:

Gabriel Marti (GM)
Lucie Nováková (LN)
Nadine Hirth (Chair)
Morgan Saxin (Vice Chair)
Susan Khonia (Secretary)
Sebastian Gamberale (Secretary)
Maria Giuchici
Vojtěch Pešout
Sofia Üksiratsa
Elene Utarashvili
Nathalie Ankenbrand
Daphne Marie Louise van Hees
Elisabeth Rapp
Julia Szczechowicz

International Board
International Board
ELSA Germany
ELSA Sweden
ELSA Denmark
ELSA Switzerland
ELSA Austria
ELSA Czech Republic
ELSA Estonia
ELSA Georgia
ELSA Germany
ELSA the Netherlands
ELSA Norway
ELSA Poland

Vice Chair opens the Workshop at 13:02.

Vice Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

ELSA International presents group work.

Group 1, ELSA Germany: Within ERR, members are encouraged to report breaches involving one another to ensure transparency and accountability. We also address breaches during our NCM meetings, where naming and shaming may be used as a way to highlight issues and reinforce standards. Some groups can also hand in a letter of what the breach was consisting of, which has to be fact-checked by the National Board and is then read out in the plenary. If for example some breaches are conducted and are not mediated or made up, their right to ask for approval of a contact is frozen, so they cannot get a CAF back until they make up for the breach. In Germany different groups have a different amount of voting numbers, when they are not submitting the materials necessary to gain the voting rights they have a base number of votes. In addition, we have a coaching system in place, including coaching visits, to support improvement and prevent further breaches. Overall, our approach focuses primarily on mediation, aiming to resolve issues collaboratively and restore positive working relationships. All of us in the group, so ELSA Switzerland, ELSA the Netherlands, and ELSA Germany are sure that most breaches occur due to a lack of knowledge, which is why we decided that coaching-calls on certain topics are very helpful for prevention of breaches. Also when a breach has occurred all of our groups approach them directly and go through some sort of mediation.

Group 2, ELSA Estonia: Our reaction to breaches is primarily based on negotiation with the parties involved. Under our national procedures, we have a motivational system to prevent breaches which follows three steps: first, an official warning; second, the suspension of voting rights; and third, the reduction or withdrawal of financial support. Where necessary, we can also sanction local groups for breaches. We are currently considering further developments to ensure that different levels of breaches correspond to proportionate punishments. The Supervisory and Advisory Boards are in charge of mediation, and strong communication among groups is essential. Consistency and proportionality are very important to us. We need clear regulations and guidelines in place. At the same time, negotiation is always an individual approach, so discussions differ depending on the specific circumstances. Local groups also have different financial situations, so financial sanctions cannot always be the same amount. We rely on both preventive and corrective measures, including mediation, negotiation, and warnings. For marketing breaches, we may require mandatory training. Ultimately, our response depends on the seriousness of the breach, especially if there is a risk to the image of ELSA or the possibility of losing a grant.

Group 3, ELSA Norway: In ELSA Norway, we usually respond to a breach of the regulations by messaging the person responsible. For example, if it's a breach of the Brandbook, we contact the VP marketing. This is typically very informal, a Messenger message. We don't have any kind of shaming system, we just let them know personally. There's not really a formal procedure for this. It's more a common understanding that National Board members have an extra responsibility to make sure their locals comply with the rules. This is consistent in the way that if there's a breach, we inform them that it is a breach, and they will try to fix it. Of course, it may vary from person to person how they communicate this, but it's standard practice that the message is short and friendly. In cases where the National Board finds it necessary, for example if there's a big breach happening during the Local Council Meeting, we can issue a joint statement, although we call it an advisory statement. We focus a lot on training, especially during the autumn NCM and Open Calls, and on communication. This puts a lot of responsibility on National Board members to ensure that the local groups comply. We do have an advisory board, but they usually don't have a role in this. It has also never been discussed whether this should affect their voting rights or attendance at the NCM.

ELSA Poland: We let local groups know via messenger or WhatsApp, mostly in marketing, sending mails to partners, breaching the brand book. It is hard to control by the national board members. In Poland we have auditors - a body of 3-5 people who are experienced in BEE, IM, FM. Those are former presidents, secretary general and Treasurers, sometimes other positions are represented as well, but this body is focused on supervising records of every local group and national group once a year. They pay attention to not only breaching ELSA regulations but also breaking the Polish law, especially in terms of taxes. They control not only paper but also electronic records, Google Disc. Afterwards, the auditors prepare a draft of the report from every visit to the local group and then the controlled board can do an amendment in 14 days, for example when they do not agree with something or they found the missing documents. Later on, auditors publish the protocol and report on our mailing list so everyone can see what mistakes particular local groups and members of the board made. The severe mistakes are highlighted in the report. And finally, last resort - when breaches are even more severe - auditors can start a discussion at our National Council Meeting whether a particular local group should exist or not anymore. And then we vote. Also, when someone's action is not compatible with our ELSA vision, local or national boards can exclude them from association. For example it happens for not paying membership fees. At first a Treasurer warns them and after 14 days can exclude them from the association. Of course it is also a last resort - so firstly we check why they haven't paid - maybe there was a reason, personal financial situation for example. Peer Tribunal - older members, often former Human Resources can do mediation between people who are breaching the code of conducts. When a member is committing severe breach - they can be excluded from the association.

ELSA Denmark: In ELSA Denmark, it is very similar to ELSA Norway. When there is a breach, we inform them, for example by texting them that there has been a brandbook breach, and they then take it down or adjust it so it complies with the regulations. There is no formal system, but rather a standard practice. We notify them that it is a breach, and they fix it. There is no punishment, but it can be addressed anonymously during open calls so that everyone is made aware of it. Hopefully, the others will not repeat the same mistakes, and if they do, they will receive the same treatment. We also use open calls and NCM workshops to ensure that local groups are aware of the regulations.

GM: What is the feasibility of these measures that you are mentioning? We are having quite a bit of problems with some things to whom we have to go to? The national group or directly the local group? Going to the local group might be difficult because there are more than 400 entities to interact with. Which leads us to the group work.

ELSA International presents group work.

ELSA Sweden: Do we need to see it from your point of view how to regulate all breaches or only some breaches like brand book breaches. What do we want to regulate local groups or national groups?

LN: We can send you a slide where you can see the brandbook, voting system and so on. You can come up with different categories, so you can look through the regulations. It was just what we see most on a normal basis.

GM: It's up to the revision to see how to make the balance and to see if a brand book violation should make you lose your voting rights. It's good to see some form of escalation of breaches, for instance losing voting rights is quite severe.

LN: It is very broad but this is the first time we will get opinions from the network so it has to be more broad. We will send you the slides so you can see the categories.

Group 1, ELSA the Netherlands: For question 1 our answer is: No, we think it depends on the permanence of the damage caused. Therefore statutory breaches are worse than brand book breaches. The consequences should be proportional to the severity of the breach.

For question 2 our answer is: Clear communication and simple warnings, without severe consequences, with the goal to help them improve/fix the issue for a next time.

For question 3 our answer is: Addressing and shaming. ELSA International holds records of severe breaches and calls them out. At ICM, considering the situation of the local/national group, with discretion to the IB if it's appropriate to actually shame them.

For question 4 our answer is: Losing voting rights is never an option. As it has severe consequences for the NB as they also represent their LB's. You can do an email where you name and shame.

For question 5 our answer is: No against, because of personal liability and what would justify spending the money collected from fines

Vice Chair: Any questions?

LN: This brings me to a point on how to spend the money. The financial part of sanctions is that they can't apply to EDF and the money would go to EDF.

ELSA Switzerland: How would that work because EDF is different from ELSA International.

LN: This shouldn't be an issue as ELSA is the founder of EDF and the EDF regulations already refer a lot to the ELSA ones, in terms of definitions and so on.

GM: It is different for mainly different reasons and it is how ELSA works.

ELSA Switzerland: Would that mean that a violation from a National Group would stop a local group from applying to EDF?

LN: Just as a clarification it was just so we could talk about it here and that would be possible. We talked about it during your group work.

GM: Local groups can't apply to EDF.

ELSA Germany: We do it through ERR in the council. We can see that there are breaches being made, but we could also send reminders and list the groups that have done things well. For instance with sending in information we have a race to who sends in first and name the ones that have accomplished the task first pushing people to do things correctly. So you are encouraging the quick ones rather than "punishing" the others.

GM: I had a question, the Netherlands maintained suing IB and Germany and how that would be happening.

ELSA Germany: Nobody would be sued, but I think removing a voting right due to being late might not be in compliance with the law. Therefore members could claim the right to vote in the general assembly. I think in accordance with Dutch law the base line is that you have a right to vote, but I don't know about partial suspensions. But a whole removal of voting rights could perhaps get us into legal issues there.

ELSA the Netherlands: I do not know but I will look into it.

GM: Then we reduce and not delete the voting right. I do not see it as a problem, I do understand the risk behind it but i do not see how it would be happening.

LN: For this it's also something that we would not propose something against the law so we would ask alumni who are Dutch and work in the Netherlands as lawyers so it should not be a problem.

ELSA Switzerland: We were talking about possibly induce an administrative deadline. We were wondering what would suffice here for ELSA International like 2 hours, 24 hours, 20 sec?

LN: I would prefer that it is not sent 20 minutes before opening, as sometimes I only manage to get the voting rights done by then. Twenty-four hours would be good administratively, and you could still do it in 20 minutes, but from an administrative perspective it is not efficient.

Group 2, ELSA Estonia: Should breaches be treated the same? No. Breaches are different in the level of seriousness. Depending on the country, groups have a different situation, i.e. Financial sanctions. Financial sanctions should not be pursued as we all are NGOs, if they exist then have a symbolic fee.

Measures for minor breaches: documented warnings, attending training on the topic of the breach. Meeting with the ELSA International/National Board - give explanations. ELSA International gets involved in case of breach from the National Board or serious consistent breach. Coaching meetings/transition: inform on sanctions.

Not financial sanctions. Partial relocation of voting rights - public shaming. Demotion to observer status from the network in case of not responding/communicating with a possibility to recover (reporting obligations of the observer group to become a member).

Serious breaches could be contacting a partner without an approval (not a united network, communication chaos, losing funding) - if the partner is international, then contacting the local office is not that serious. Marketing breaches which are repeated breaches. Breach of financial obligations towards the network and current system is working. Breaching ELSA non-political status and severe punishment, as affects principles of the whole network. Regulation for that could be more clear.

Vice Chair: Anything to add or any questions?

ELSA Switzerland: Possibility to get observer status and who should decide? The IB unilateral or the International Council?

ELSA Estonia: The International Council votes on that.

ELSA Sweden: It's already an option no?

LN: How would you and how do you determine the breaches?

ELSA Estonia: It can be any of the breaches not marketing but e.g contacting.

ELSA Czech Republic: It was mentioned we did not have time to discuss it but in my opinion the most severe breach is a violation of the most basic notions of ELSA such as the breach of the non-political status.

LN: As a response to ELSA Sweden we don't have anything like this now. What we have is the possibility of demoting Members to observers if they did not elect a National Board for four consecutive ICMs, not been represented in four consecutive ICMs, it's in the Statutes. So technically it would be linked to the obligations, like the National Group Report, because then you can not vote, which is linked to the Member not being represented in an ICM, but nothing for different breaches of the Regulations.

ELSA Sweden: Clarification I was referring to the exclusion part but not the demotion part.

GM: The problem is, that we want to avoid changing the statutes as much as we can as it costs a lot of money to change the statutes. Losing members goes against our aim. We have to be careful with these things.

LN: I wanted to ask the Netherlands again, about the wording. Because if you say that the National Group Report closed on the 31st of August and you have to fill it out in order to obtain voting rights, technically yes we leave it open, but you already failed to fulfill the obligation.

ELSA the Netherlands: Depends on the Dutch, there is a phrasing of 2 different ways to say that has different meanings and times applying.

LN: By the first of September. My question is more that you said that you cannot take away the voting rights, technically you cannot fill it out after. That we keep it open is to get more votes.

ELSA the Netherlands: It's more like the difference between the practices and the regulations. Does it really matter not really no one would sue. But I would need the paperwork to give a better opinion.

Group 3, ELSA Poland: We should differentiate the breaches. Minor breaches, brand book less visible mistakes, not promoting international events, no clear spot, warning are appropriate for the first time breaches or extend the deadline and then reduce right to voting.

Major breaches, repetitive actions, constantly breaching without willing to change (in terms of brand book), technical, calling out at NCMs, maybe in anonymous way, access to for example instagram by the VP MKT of National Board so they can control the posts on social media of local groups, if one of them is breaching they can delete the post, but hard to introduce. We thought also about extending the deadline and then reducing the right to voting on particular NCM. In terms of technical breaches.

Not all of the breaches we can measure, but we can check why it happened, maybe there is the reason behind that, maybe someone has been hospitalized or on vacation. We also have to be very careful and not punish the whole national group when that is the only one person who is constantly and repetitively breaching the regulations, for example the brand book.

We are strongly against financial punishment, it is not inclusive.

Vice Chair: Any questions? I see none.

Vice Chair closes the Workshop at 15:03.

15:30 – 17:30

ELSA Websites

Participants' list:

Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Maria Giuchici	ELSA Austria
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Elene Utarashvili	ELSA Georgia
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway
Julia Szczechowicz	ELSA Poland

Chair opens the Workshop at 15:38.

Chair passes the floor to ELSA International for the presentation.

ELSA International presents.

ELSA International group work.

Group 1, ELSA the Netherlands: We have looked at different sites. We like the moving parts but on ELSA International's website it is very confusing. Black and white picture does not make sense on the ELSA page because everything else is in colour and it is not consistent. We like ELSA Denmark's sites, the structure and the pictures and the quality are good but the link does not comply with the regulation. Having multiple languages on the website is nice. We like ELSA Germany and ELSA Czech Republic's movement and interacting on their website.

Group 2, ELSA Norway: We looked at ELSA Germany's web page, we liked the "our project" part, the very brief description that spins is very nice. In general, it is difficult to find activities so this model is nice. ELSA Poland interactive map is also quite nice to find the local groups, same for ELSA Norway's.

ELSA Poland: We have articles that were written by members from the past 2021 and others and with a second screen with descriptions of conferences but from 2023 which is a problem. These lack of updates are an issue but difficult to imagine updating everywhere.

ELSA Norway: We had three examples from the website stripes. It is visible and attractive to everyone. Another example from ELSA Sweden and Halmstad has a page on why you should be a member of ELSA which is nice.

ELSA Sweden: I don't like our website.

ELSA Norway: It is not user friendly, and they do not know that they should go into seminars and conferences to go to ELSA delegation. Zara webpage shows big pictures which does not make sense as you don't get any information from the pictures.

ELSA Sweden: It should be easy to search for a person; it would be a benefit in the ELSA International sites to have local or national board members on the site. If I want to contact an S&C in this country you can look it up. A Swedish law firm for example which makes it easy to search for certain people could be implemented for ELSA International looking for a person.

Chair: Any questions or anything to add?

KB: I wanted to ask about the project being split by area vs not. In the other groups they said they would like to see the split.

ELSA Czech Republic: For me it does not make sense for externals. They look for the project but don't care about which area its categories are under.

ELSA Norway: The same thing and the projects especially for local and national groups are not always well categorised. But for ELSA International it will make sense because people know ELSA International.

ELSA the Netherlands: I would like to agree with what ELSA Czech Republic said. I would like to add that locals don't know which area projects are in and don't know the split.

ELSA Czech Republic: Norway said that some people have knowledge about the area and it is better not to change it for the ELSA International sites and have to look at ELSA International sites to understand some of the information because not all information is on the national or local sites.

ELSA Germany: I also agree not dividing in areas, we took the decision not to do that as the issue with our locals is that not everyone has a board reform and what works for partners is to have them listed and have them not categories only see in the project what area it belongs to. In regard to Traineeships we also show them to our locals in a week but they know the project through ELSA Traineeships but not PD and having the project out makes it easier to find.

ELSA Norway: Just to spike up the discussion I think that accessibility should count way more

Group 3, ELSA Germany: In group 3 we looked at ELSA International's page as well as our national groups. We agree that ELSA Switzerland's website is new and nice with buttons and pictures that direct the user through the website in a natural way. It is important to feel guided and natural for a first-time access to the website.

Hard facts and what ELSA stands for is important on the website, the philosophy of ELSA is included which is nice. Maps are also enjoyable to see on websites. With ELSA International we agreed that it is not as natural to guide through as it is difficult to find what it is about the projects should be put forward more. We liked that it's easy to find the people in some websites, having the branding on the website is important, notably for SELS. It's also nice to have the person responsible for the project on the website. We liked when things were moving and had a picture or a moving time because it was jumping into your eye. We also looked at the website from Frozen that is similar to many ELSA websites.

ELSA Switzerland: I think most was said. What I liked was to have pictures of the board members and a big picture allows more connection with the association and it creates a more personal experience with a human connection for the first time user.

Chair gives the floor to ELSA International.

ELSA International presents.

Group 1, ELSA the Netherlands: The ELSA International website has a solid foundation in terms of content, but there are clear areas where the user experience and visual presentation could be improved. One of the main issues is technical reliability: the site does not always load on the first attempt, which immediately affects user trust and professionalism. Improving server performance and load speed should be a priority. In terms of design, the overall look would benefit from a more modern and consistent visual identity. A clean layout, clear typography, and a strong but simple colour scheme (such as the classic blue and white) would enhance readability and professionalism. Navigation should be intuitive, with a clear top menu and visible structure. The current menu requires too much energy and effort to navigate. The project pages, such as traineeships, moot courts, legal research groups, and Rule of Law Education, should follow a consistent structure. Each page should clearly explain the purpose, benefits, eligibility, deadlines, and application process. Adding testimonials, visuals, and past results would make the projects more engaging and credible. Additionally, some projects are missing. An idea is to only have the flagship projects in the drop down menu and the rest under „other projects“. It is important to incorporate the projects in the one site instead of one million. Visually it is inconsistent with the colour scheme and black and white pictures. Some ideas we really like are having the texts and overall white and blue shades. And the images have a slight orange overlay. We already have this in some pictures. The orange can make letters look cheap, but having it in the picture is rather sophisticated. Also we prefer white lettering on blue instead of blue on white. The logos are currently spaced incorrectly and some blue shades are not in the brand book (that's a breach). For the page with the flags, we prefer an interactive map. The footer is rather random, no logos are spaced well, it should be beneficial to be redirected to the partners site when you click on it. The main page's structure is not good. It is unclear what ELSA is and doesn't clarify what our aim is. we do not offer services however we have an “our services” header. On top it randomly says association, why? In the main header there is a search icon, it should be a search bar instead where people can type instead of open a search page. The sign up for the email list is not GDPR compliant. And also, it does not work. Additionally, there are so so so many pages and subpages, It's like an eternal maze you can never finish. The Hunger games of sites. The contact us page looks unprofessional and not user friendly, (the hammer picture). Don't even ask about the mobile version, we didn't want to do that to ourselves. Overall, ELSA's content is strong, but improvements in speed, structure, and visual consistency would significantly enhance user-friendliness and impact.

ELSA Czech Republic: Maybe just mention the footer has no legal information e.g. privacy policy and addresses like the imprint.

Group 2, ELSA Norway: The ELSA Delegations website and Synergy are not mobile friendly and can be difficult to read because of the font colour. In general, all pages should be updated to be mobile friendly. The frontpage for the ELSA website is horrible, because it looks like it's adjusted for a phone but with no information, versus ELSA Traineeships that looks ugly on the phone, but at least you can see that it's just not adjusted. We like the countdown for ELSA Traineeships and that WELS is specific regarding the date. Could other pages with dates, for example ELSA Delegations, be more precise? ELSA Delegations could also include more information about previous meetings. It feels strange to mix different text colours. We understand that there are different colours for different projects, and that is fine. But for example in the WELS front page, there are two different font colours in the same sentence.

There is no cookie policy for WELS and ELSA Delegations. There should always be a preference where users can choose what kind of cookies they accept. In Synergy you have to scroll through everything to find the privacy policy, and it should pop up immediately when opening the page, preferably together with the cookies. Creating one cookie policy and applying it across all pages could be a good solution. Zara is a good example for a good cookie policy. On the front page we would like more information, for example for WELS, SELS and ELSA Delegations. JHJMCC and HPMCC is a good example for how all the most important information is on the first page. In general, the information should be updated. Websites should be used as an informative tool, not necessarily updated on a daily basis, but clearly describing what we generally do. We would also like to see updated testimonials. At the same time, we would like less repetitive information across the different pages, and instead more focus on each specific project. For example synergy says a lot about ELSA on the front page, but not a lot about what synergy in ELSA actually is. We would like more consistency across the different websites, at least so that you can tell that they belong to the same association (not only through the logo in the small corner). We all agree that we like clear and clean websites. It feels clean when navigation is simple and you can click where you need to go, but not when things pop up automatically everywhere. It should be easier to find the websites when searching for them, SEO should be improved.

ELSA Czech Republic: I need to emphasise what ELSA Norway said about the SEO. It's almost impossible to get the website of law schools in the top searches now and it should be improved.

Group 3, ELSA Germany presents a page of how the ELSA website can look.

We talked about a lot of things and many things' you guys mentioned. It's important to have a navigable website. We thought about what we wanted on the starting page.

ELSA International expresses approval.

KB: This is a great group, I like the idea of splitting the areas to improve navigation. I agree that now it's the hunger games website. Some groups generated AI websites, on ChatGPT it said we are 44 countries and that should be changed.

ELSA Germany: Another beneficial thing for officers would be to have a button to the officer's portal. Is the Officers portal being changed as well. Is it linked to the website?

KB: Great question, I do not know what happens when we change it. It normally goes down then the site goes down, so that is a great question.

ELSA Czech Republic: It would be a nice touch if the officer portal could be changed and have a new website.

TG: We could look to change the look to make it more user friendly, but the handbooks will stay the same so only change the home page.

ELSA Czech Republic: It was more about how it look and not how it works.

ELSA Switzerland: Yeah, I think a link to the officer's portal on a tab "resources" could be helpful. For instance, we can have resources above instead of projects twice.

Chair closes the Workshop at 17:22.

Saturday, 14th February 2026

10:00 – 12:00

HR across Areas

Participants' list:

Tommaso Giordano (TG)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Maria Giuchici	ELSA Austria
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Lauri Kivelä	ELSA Finland
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway

Chair opens the Workshop at 10:06.

Chair passes the floor to ELSA International for the presentation.

Open discussion: What makes it attractive/unattractive to be an ELSA officer?

ELSA Norway: I would say an aspect is the sense of community.

ELSA Switzerland: I think the finances can make it unattractive and it can make it unattractive that you should pay out of your own pocket.

ELSA Czech Republic: I would add to what Sebastian said, being an officer is volunteering for free work instead of paid law firm work, that could make it unattractive to be an officer.

ELSA Estonia: For us the unattractive part is paying out of our own pocket, but the interest of ELSA and community is the attractive part. Also VP's can have contact with partners and that can speed up the process of them getting a job at the firms.

ELSA Sweden: What makes it unattractive is the workload. It already takes a lot of time off your studies, especially on the national level with the travel to international events.

ELSA Germany: In certain areas you have to have a lot of expertise and that is why the area of Treasurer can feel scary, and people may think that they do not have the experience but the ELSA training provides that.

ELSA Finland: That was the exact point I wanted to raise. I think the internationality in ELSA is one of the main things that make us attractive compared to other organisations. The sense of community was said to be an attractive part, but if we are too closed off it can be intimidating to join and so we should be more welcoming.

ELSA Czech Republic: The networking with the international or national people and in the Czech Republic we do not have a community like ELSA. I think IB can be scary for many because you have to move to Bruxelles, and that is why there is not as many people that want to become IB.

ELSA Austria: I think that the network in ELSA is pretty cool. It is also impressive to have ELSA in your CV for instance at an event in a law firm a lawyer was very impressed about ELSA and that it still exists. People know ELSA and they see the advantage of being in ELSA.

ELSA Czech Republic: Great point, it can go both ways, preservice it was good and some see it as not good from the 1900s and it's only about drinking. It can also be unattractive in that sense.

ELSA Germany: I also think that what makes ELSA very attractive at least in Germany is that ELSA filled the space where the uni does not do the work with moot courts and seminars for instance. In ELSA there will be a spot for you whatever you do. If you like the corporate stuff you can work with partner sec. gen and FM and so on. You can put your spirit into it. All positions are very different but linked to law allowing for many different things.

ELSA Sweden: I wanna add to the good side of things, which is that it can get you a break from school and it can kick start your career and if you like the corporate world.

ELSA Germany: A big part for me is that you can change things on all levels. You have the power to move things within the association which makes it fun.

ELSA Czech Republic: What is both attractive and unattractive is that we are corporate. Some do not like corporate and like ELSA Sweden said you can see what is like being a corporate world.

ELSA Switzerland: A thing that can make it unattractive is that it is in English and that can be a barrier but also a pro because it is one of the few associations that we have that gives an opportunity to practice English.

ELSA Sweden: I feel it's a huge misconception in Sweden. Of course we have some projects in English but most are in Swedish on the local level.

ELSA Czech Republic: Note of languages, our members like that they can speak English and their English will get better and they can practise their English.

TG: One of the goals of this open discussion was to underline aspects for different areas. If it's fine with you when you do the group work I would like to take these points and synthesise them. For sense of community for instance, IIMs are important. For the workload and experience problem, knowledge toolkits can help and make it easier. About the network and what lawyers know about ELSA it is important that ELSA helps the CV and ELSA is a way to approach other people. The IB has to work on these concrete aspects of ELSA. Lastly, is the fact that our activities are very different and that has to be preserved even if some projects are less attractive. For the ELSA house the problem is money, the budget is what it is. But I think it's a hard discussion but we can think. Happy about concrete aspects that we can work on.

HI: That being said I will follow up with a question. There are things we can change like the work load. What things can we and cannot change?

ELSA Switzerland: Attractivity at it can clash with what we talked about at the workshop, which is making sure that the prices stay the same, so it doesn't become more expensive than that.

ELSA Czech Republic: For me one of the most important things to highlight is the international network and the contacts you can make across Europe which can be very beneficial in your future career.

ELSA Germany: We can highlight more what we do and not only that we hustle. The ELSA delegation is a big selling point and very impressive to people and for example traineeships. We should be more visible and highlight what kind of opportunities we get.

TG: I think what we can value is accessibility to grants. It's a consequence if you don't have a Treasurer. Try to get your university to recognise the ELSA work. I have to tell you a story: Months ago I asked my university if ELSA can be considered like an internship that helps for my degree. But was disappointed because the uni said it can not consider it as an internship because of the Italian way of doing stuff. I think in some countries it's recognised but in others not, so try to make it recognised can be a good thing. Like money, extra credits, internships and many things can help recognition.

ELSA Germany: It is the same in Germany. It has been a strategic goal to gain recognition for the work we do. At several universities, there are faculties where the national group can receive credit or extra time for exams. In my local group, for example, the Secretary General, Treasurer and BEE can receive extra time for their final exam. It is positive and attractive, especially for positions like Treasurer.

ELSA Switzerland: Some local groups get extra credit. But we have to be careful in those cases because it might cause people to have people join that are not dedicated. It is important to have people that do ELSA for the association and not only for the credits.

ELSA Czech Republic: Like what ELSA Switzerland said, often, people who cannot finish their exams join the board to obtain extra time and do not necessarily care about ELSA. However, the possibility of an extra free semester could still be attractive and might help with recruitment.

TG: I want you to thank you for this as I did not think it could be counterproductive. Might be different between local and national. You as ELSA cannot impose on the university but it's something we can look at. ELSA is at least part time work and we should try to have this help.

ELSA Norway: From my experience the university does not want to differentiate. For moot courts you can get extra credit but then a lot of people want to participate in the moot court and not host it.

ELSA Germany: It's the same in Germany. It's easier to get credit for participation than for organisation. Organisers don't get credits which does not make sense as one could argue it's more work depending on how it's done. It's an issue in competition in general.

ELSA Czech Republic: In the Czech Republic, it is completely the same, and Helga Pedersen Moot Court is treated in the same way. Participants in the competition receive certain benefits, but the organisers do not receive anything. I think it is important to encourage the participants to join and become ELSA officers.

ELSA International present.

TG: Do you have a Treasurer in your board?

Everyone but ELSA Germany says yes.

TG: How many of you are missing a Treasurer in your network?

ELSA Germany: In ELSA Germany it is less of a local group issue.

ELSA Czech Republic: Maybe to support the point, we have a Treasurer now but last two years we had no Treasurer.

ELSA Germany: I looked into the past 10 years of records. During this period, we have had a total of three Treasurers. In 2020 and 2021, the Treasurer had previously served as president. Ben Gödde was not a Treasurer at the local level. The three Treasurers had not held the Treasurer role prior to becoming Treasurer of the National Board. At the local level, the Treasurer role has not been the position most frequently missing. It has presented some challenges, but it has not been the primary structural issue locally.

TG: In ELSA Italy, they have the problem at the national level, and they start working on it before the year begins. In the ELSA network, the Treasurer is often missing, and there are also issues with AA and C, but that is another problem. The Treasurer position is the bigger issue right now and what we should discuss.

ELSA Germany: A question for you and the room. Would you say the local Treasurer is active? We had the experience that the Treasurers don't engage with at the national level and then they don't go for other roles as they don't feel connected to the network.

ELSA Czech Republic: For us it is a point I want to raise and one of the problems with the position as a Treasurer.

TG: We are going to talk about this in the group work. In open call there are not many local Treasurers. Maybe it might be my way to communicate, but it does not attract that many local groups as there might be a distance. When I was a local I thought the IB were crazy. In terms of what they do but what I think you can do and what I want is to make the official portal to make it more accessible for them.

ELSA International presents the group work.

Group 1, ELSA Switzerland: Treasurers often work alone, so it is hard to find successors. Not the same problem in the Czech Republic, the problem is that they are not attracted to ELSA or just interested in the economic aspect and they don't feel competent to get to the national level. German people are afraid, they feel overwhelmed and don't feel like they have the right competence. The technical aspect is scary, but in reality it's not that hard. We should talk more positively about FM and emphasise the interesting parts. Have a workshop at ICM talking about the position, have a Director even though you don't have an urgent need for it, do more collaboration with mainly BBE (President), but also the Key Areas. Emphasis the importance of the role of Treasurer (FM), without finances it is not possible to have any projects etc. Sometime the FM area is a bit boring, For sure the FM area have to be reformed, for sure, but it's a good place and I think the network undervalues that.

Chair: Questions or anything to add?

ELSA Sweden: I have been a Treasurer at a local level and PD as well, but i think that we should push that as a Treasurer you have a big role and more collaboration between Treasurer and BEE.

ELSA Germany: I would emphasise this as a President and 100% agree. As we don't have a Treasurer it's a thing we have had to do. Now we are all very aware of our finances and know about money and to fundraise. As a president it really helped about the budgeting and issues partners might have.

TG: I also mentioned it in Helsinki. Last year IB did not have a Treasurer so they had to split the responsibility. The compromise was that we did not have money. Because of their split responsibility and awareness, our transition was also about treasury and we all learned that. Now for example the VP C is more aware of finances and there is more interaction because it was part of her transition.

ELSA Switzerland: Key areas should be more aware of the finances and if they collaborate more and do their own budget it makes them aware of how much it will cost and make it more efficient. This can then streamline the process as they know better what they need.

ELSA Sweden: Agree with what ELSA Switzerland said and that is what I wanted to point out. I demanded when I was a local Treasurer that the key areas did their own budget and then I gave them feedback. My director did meetings with the VP's and in a lot of Swedish they do that e.g. in Uppsala they have a split it more and makes the process better.

Group 1, ELSA Sweden: There is a problem of people thinking PD:ers don't do anything apart from ELSA Traineeships. There is a misinformation that there is not enough work for a full time position at the national level. Lack of knowledge, there are many more projects than ELSA Traineeships - explain better what possibilities there are to implement more projects. Job and Career Fairs are projects that should be emphasised more when selling in the position.

Chair: Anything to add? No? Then group 2.

Group 2, ELSA Norway: A challenge that we discussed for recruiting, is that the area often attracts a narrow profile, students with a specific interest in finance or administration. A common phrase among law students is that we're not good with numbers, which is not necessarily true, but it says a bit about the reputation that the FM area has. For retaining, we talked about how many run for the FM area locally either because they have experience with finance or because they have an interest in learning, and while the legal and financial responsibility just gets bigger and bigger, you don't necessarily see the benefit of staying within the FM area for multiple years. This could be related to the fact that the Treasurers can have a tendency to not be appreciated enough.

Regarding solutions, we think that it is about information. You should be aware that you get training and that you will learn, because FM can be perceived as a very technical area that requires concrete prior knowledge or competence. Transition is very important. And emphasise that you grow with the role, and that the Treasurer position is not only you and your excel sheet. The fact that the FMers can work with the other areas is often under communicated, and the FMers are also not alone if they have to say no to ideas. Another thing we thought about is that FM is one of the few areas where you can be very structured, that some people can appreciate.

Chair: Anything to add or questions for group 2?

TG: When you said about ROLE i thought abbot AA instead of "role" of Treasurer.

Chair: Anything else? Group 3.

Group 3, ELSA Estonia: Problematic areas are C, IM and S&C. IM has a lot of compliance, local and national tasks vary significantly. Addressing challenges by highlighting the side, that you do not require knowledge to enter the board and the learning process. FM experience as a good part of the CV. Pointing out the fact of acquiring FM knowledge during the term. Provide FM with the support and having FM handbooks, at the end of the day it's just numbers. At the international level, there are problems because of different laws in national groups and some cannot work in English. The solution is training and handbooks, tools and necessary knowledge. Not interested in the International level. Solutions are transition and "FM academy" and more fun for FM.

Chair: Anything to add or any questions for group 3?

ELSA Czech Republic: As ELSA Estonia mentioned it would be great to have a lot of handbooks and stuff from FM. It would also be great to have a template that can help a lot. They can download it from the officer portal.

TG: I work a lot on templates and the handbook and hoping that I would find the templates but I have to go through a longer process going all the way down to the S&C handbook. There are also some webinars that you can also watch. But I am trying to streamline it to make it easier to find the information with handbooks and update templates.

ELSA International presents.

HI: Do you have a PDer in your national board?

Everyone except for ELSA Czech Republic and ELSA Germany says yes.

Group 1, ELSA Sweden: The main reason for the lack of PDers in the network that we identified is that there is simply a lack of knowledge about the area. Many members do not really know what the PD role involves. Quite often, people only associate the position with ELSA Traineeships and therefore underestimate the scope of the area. Because of this, the role can appear rather limited or even uninteresting to potential candidates. We also talked about a common misconception in many countries, especially on the national level, where members believe that there is not enough work or responsibility within PD to stay fully engaged. This perception discourages motivated members from applying, even though it does not reflect the reality of the position. What we believe would significantly increase interest in the PD board position is clearer communication about how flexible and creative the role actually is. PD is an area that can very much be shaped according to your own interests and ideas. There are many existing projects within PD, but also plenty of room to create new initiatives and develop the area in ways that fit both the association's needs and the individual officer's ambitions. Lastly, we emphasised that being a PD officer is a great opportunity to build a strong network, both within the ELSA network and beyond it. These connections can be extremely valuable in the long term, especially for future career opportunities as a lawyer, and this is something that we think should be highlighted much more when promoting the PD position.

Group 2, ELSA Norway: We asked ourselves why PD is not as popular as other Key Areas such as for example S&C and AA. We think again the problem and solution is related to information. Heavy use of internal ELSA lingo may make the area less accessible for newcomers, or in general that the area can appear technical and complex without prior ELSA experience. But at the same time, some local groups

do host mostly PD workshops like Legal English courses or Lawyers at work or Lawyers Connect events. People should be more aware of how creative you can be in the PD area, and brainstorm what you can do as a PD, which can make it more attractive. Based on the need for more information, we should emphasise more what is actually behind the name Professional Development. People know what traineeships are, but not necessarily what the VP PD are doing related to the traineeships. Another thing we talked about was that people are interested in working with partners which can attract the PD area, but also the need to constantly initiate contact and secure collaboration can be perceived as demanding and uncertain. We also touched upon the difference of the work you do nationally and internationally.

Chair: Any questions or anything to add?

ELSA Austria: we talked about the website and the importance of info on the events. But for someone that wants to be actively involved in ELSA they want to see what the work would be on the website. Knowing what is going to happen when you take the role can be helpful. When I applied I did not know what I had to do, but just jumped in. People don't contact me to ask questions so it's easier to be on the website. The difference between PD local, national, and international.

ELSA Czech Republic: It's a great idea but as you mentioned is that there is a huge difference in the different levels, what PD does depends on the group and there can be huge difference. They would need to coordinate way more to make the information actually useful.

ELSA Germany: What I think works in our local group is having a profile of the area and what the area does. The issue is that there are not many PD'ers who are experienced in the area. It works well for us to have a director because no one did PD full time and expanded the area.

Group 3, ELSA Estonia: Why do we miss PD officers? PD is quite popular on the local level and includes some favourite projects, such as traineeships. However, locals are afraid of the responsibility, including deadlines, cycles, etc., and the acquisition of traineeship providers is problematic. PD is the area with the most network engagement, but the PD role is still seen as a mystery area. It is an area with great potential, yet the target group is mainly first-years, which does not attract partners in the same way. C is often more attractive due to moot courts. To make it more attractive, we should highlight the network engagement. We also need to strengthen the PD identity and increase knowledge of the responsibilities and the projects within the area.

Chair: Questions or anything to add?

ELSA Germany: What we also discussed is that all the PD'ers are doing the same thing. S&C and C follow the same cycle, but they also run their own law school projects, and it is the same with competitions, they work within the same framework but organise their own projects. Traineeships, however, are one area where everyone is doing the same thing and working within the same project.

ELSA Finland: The big thing about that is that there is a huge potential for community building in Finland that has worked really well. As everyone knows each other, the transition from local to national is very easy.

ELSA Czech Republic: Traineeships have a reputation for the online site being difficult to work with, and if PD'ers communicate that, it makes it less attractive. However, I know that the IB is working on improving the site.

TG: First, I would like to thank you all. Regarding the two group works, it takes a lot of time, as everything starts at the local level. In the end, all the work requires time and the involvement of the locals. It will take a while. For the final debrief, I will try to identify concrete points and inputs. These approaches may take two to three years before they show results.

Chair closes the Workshop at 12:08.

13:00 – 15:00

ELSA Training

Participants' list:

Lucie Nováková (LN)	International Board
Rodrigo Prelhaz (RP)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Maria Giuchici	ELSA Austria
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Lauri Kivelä	ELSA Finland
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway

Vice Chair opens the Workshop at 13:05.

Vice Chair passes the floor to ELSA International for the presentation.

ELSA international presents.

LN: What do you think of ELSA training?

ELSA Germany: I mean it depends on what training you are doing. Supporting ELSA officers in order to further develop or establish soft-skills.

ELSA Czech Republic: In my opinion it's a program that allows ELSA officer and member to strengthen their officer or soft skills

LN: What are some of the instances where trainings would be useful?

ELSA Czech Republic: Do you mean events for instance? I would use an ELSA Czech Republic example. Every year for our autumn NCM we have a blog dedicated to the training for the NCM.

ELSA Germany: Different things like team building or team management or project/stress/time management. SELS management makes sense. In Germany when we write our OYOP we have training for that and then for mid-OYOP evaluation we also have trainings for strategic planning. You can use it very differently. We also have started training for members like negotiations and ELSA negotiations competition.

ELSA Norway: A lot of things already covered. I was going to say NCM, Autumn NCM in particular. To be more creative we do planning-weekends with the board and incorporate ELSA trainings into that.

ELSA Sweden: I believe that NCM is too late and will be behind on their work and it can vary and have more specific things at NCM and more general things. So, an open call training would be better.

ELSA Czech Republic: For example, I did not mean training for board members as part of our NCM. board members are only 30 to 40 out of 150 people. It's mostly for directors and assistance so we try to do something more interesting. It's great to have the training.

ELSA Switzerland: When it comes to training prior to NCM, we used to do a national training session and now we changed it to a session for each coaching group. The issue with doing a training session so early is that they have not completed the board and some board members won't get the training.

ELSA Norway: I totally see your point and agree that it's important to have it as early as possible but it depends what the training is about so there might be a lack of knowledge on what the training may be for.

ELSA the Netherlands: We have one big call, everyone should know, then area specific training and then again, a call if there is anything specific that has to be touched upon.

ELSA Germany: We also have a train the officers where at the end of the term the officer going out take officers with them and new ones going in get heads start getting soft skills. Last year we talked about projects for the next term. We talked about fundraising and then talked about rhetoric. That is the one that we are hosting. Plenty of training for their own personal term.

ELSA Estonia: We do not have NCM. The main point is training of the officers. We have directors getting training and both soft knowledge and others. We do a weekend where they get all their training.

LN: Just I want to bring you back to the conversation. It's more about training for officers in terms of workshops. That is not really ELSA training. What you are mentioning if you have a trainer from the ITP you could benefit greatly. All these projects could benefit from a training and could be incorporated into that.

ELSA international presents.

Group 1, ELSA Germany: Relating to structure: We can imagine a hint in the officers portal or completely integrating it in the OP, as ET is an internal service and not external, we see less need for a site or detailed mentioning on the site. Currently the site has a lot of subpages which aren't used anymore. The information is also not structured. ELSA Training is very similar in content. It is unclear what is clickable and what is not. This way people miss out on information that is trying to be provided. The request page doesn't work. This explains the 1 request. Visually it is very outdated. It is also very outdated information wise. Random moving parts don't work or move out of sight. Top left the 2 logos are incorrectly spaced and look confusing. Information management can be improved. Only the names of the trainings are on the site, not the content. Like that we just have to guess what will be done in the training. When the info would be more detailed on the content it is more appealing to organise.

LN: This looks great. And just for the contact form but they had to take all the requests down because of the personal information until it is fixed. Mie's name has been replaced now.

ELSA Czech Republic: I like what you made. For me as a sec gen it's that there is no way to filter the trainers according to type of training. A search bar or filter would be useful. There could be a distance from the city put in the description to find the trainers that are the closest.

General agreement.

LN: This shows that Vojtěch is my successor and thank you for reminding me of the filters because it was something that I mentioned a lot over the years and something that is clearly missing.

ELSA Austria: Related to the filters it's really helpful to have the languages the speakers know, especially for online trainings. Allows you to decide if you are doing it in English or another language they might speak. This should be included in the filter.

Group 2, ELSA Germany: Question 1: Is Instagram the right platform? We think it is in first place for members/officers. However, we are not sure if Instagram is the right platform. A dedicated Instagram account for trainings might make sense. At the same time, you have to be interested in it to follow the account, workshops on IIMs are better, also because when we say it should be for members/officers in the first place. It could also be posted on the regular account because for ET we also don't have an extra account. National Groups have to repost the posts to spread it within the network. We should focus on pushing people more to participate. Maybe another website is better than Instagram. Ideas for Posts: First, awareness for the project, because a lot of people don't know that trainings exist. What is ELSA Training (Reel). Second, an info post about who can apply, how you could apply, and EDF. Third, a post about why you should apply. Fourth, get to know the trainers and a map of places where trainers are. Fifth, a post explaining the difference between Soft Skill and Officers Skills Training. Sixth, testimonials from participants from ITM or other events where trainings were organised (one video and one written). Seventh, a recap post of a training session. Eighth, a trainer testimonial. Ninth, an ITM recap post. Tenth, say that something like NTPs exist.

Group 3, ELSA Norway: Like any other project. Promote it as an event. Cooperate with partners to make it attractive. Give the training a context and link it to other projects, for example a training on networking before career fairs or a training on negotiations before the ENC. How to get National and Local Groups to organise? Emphasise that it is not necessarily a burden, for example you don't have to organise it as an extra event. Make groups aware of the possibility for EDF support. If ELSA International updates materials in the officers portal and the website for ELSA Training, it shows that they are showing interest in the project, which can have an impact on the interest of national and local groups. We just realised that we can press on the pictures of the trainers to read more about each trainer. Provide more information about who the trainers are and make it more accessible. Groups don't know most of the trainers from before. How to get the Network to engage with the project? Make it more friendly and accessible. Say that it is ok to fail and that trainers are not scary people. Improve social media promotion.

Vice Chair: Any questions or anything to add?

ELSA Switzerland: Comment on the scary people aspect. One stopping point can be very intimidating to see these people. Locals will think it is not worth the trouble and be intimidated by the people and the text about who they are and their experience. So if its possible to make it friendly so more people get ELSA training especially locals.

LN: Linking to other projects is a good idea. Suggestions, you can organise a project management training for NCM hosts. For instance, the ELSA Czech Republic rotation system might need them to

know about how to organise and having a project management training can be great especially if they don't have experience.

ELSA Germany: What we talked about doing is exactly that. They use the officers to do that. Project management makes it work and helps. It makes sense to have training. Especially for our local groups hosting NCM so they can get a sense of what went well and what didn't go well. Especially if they host multiple times, it makes sense to see what works or does not work. For instance, the PD workshops we go to externals, but we could go to our own trainers.

ELSA International presents.

Group work.

Group 1, ELSA Germany: Possible outline could be. Structure: Redo the categories and make them more broad, since they are quite niche and there are a lot of them, which is why people do not know which training there is. Check whether the trainers are active and whether all of them are still willing to do trainings. Engagement & Promotion: Promote doing trainings and explain why you would want to request a trainer. Promote becoming a trainer and explain why you should or could do that. Contact ELSA Alumni and see whether it makes sense to cooperate more closely with them on this. Use ITM to get more input on trainings and to give the trainers more input on what the people need. Include a testimonial in ICM. Quality: Evaluation of the trainings. Train the Trainers. Refreshment Weekend. Both in order to ensure that the trainers have a baseline of quality within their trainings.

How well did the ITM do?

LN: We have quite a lot of participants. They were quite full and a lot of locals.

ELSA Germany: What we thought is to have a little block on how to pick the right training.

Group 2, ELSA Czech Republic: We have a strategy outline. The section Visibility of ELSA Trainings focuses on the fact that NGs and LGs need to know about the program. Attracting participants / engagement means that we need people to actually want to participate. Getting new trainers addresses exactly what it says. Then we also have Developing the brand and presentation, Developing the quality standards, which includes evaluation, for example using the last five minutes of the training for evaluation. The strategy also includes the EIT structure: when the project develops, what the EIT team will look like, standards for communication, and requirements for the requesting groups. Composition is about diversifying the ITP, which means that we need to decide on the direction of what skills we want to hold trainings on. We do not want every trainer to focus on the same subject. We should ask the network what they need. Train the Trainers & Refreshment Weekend focuses on how we develop these events, including quality and structure. The Financial aspect of ELSA Training concerns making the project accessible, for example through EDF, and presenting options to national and local groups.

Vice Chair: Any questions or comments?

LN: To clarify, the Regulations for Train the Trainers and Refreshment Weekend were changed last year, so now it is not bound to be every year but every three years and this year I changed it to at least once every three years.

Group 3, ELSA Norway: When preparing the topics of the strategy, we had to think about what differentiates a strategy from a guideline and handbook. First, we thought it's nice to have a short introduction of ELSA Training, purpose of the strategy, and relevance or possible impact of ELSA

Training. We talked about including a chapter where it gives suggestions on when to request a training, on an international level, national level and local level, to utilise its full potential. Also, recruitment of trainers for ITP and NTP, and evaluation. For a strategy, we also thought of a chapter on visibility of ELSA Training, including branding and communication, outreach strategies, reporting and impact measurement. We also talked about including a chapter on financial feasibility, both for online training and in person training.

ELSA Germany: In regard to the cost. We have in Germany when a local group requests the training it's important to inform them they have access to EDF. Maybe if a workshop is done to make clear that costs can be covered.

LN: Quick remark. After the ICM in Brno local groups will hopefully be able to apply as well. I agree with this. Not everyone applies to the EDF.

Chair closes the Workshop at 15:04.

15:30 – 17:30

Alumni

Participants' list:

Gabriel Marti (GM)	International Board
Kat Bonello (KB)	International Board
Nadine Hirth (Chair)	ELSA Germany
Morgan Saxin (Vice Chair)	ELSA Sweden
Susan Khonia (Secretary)	ELSA Denmark
Sebastian Gamberale (Secretary)	ELSA Switzerland
Maria Giuchici	ELSA Austria
Vojtěch Pešout	ELSA Czech Republic
Sofia Üksiratsa	ELSA Estonia
Lauri Kivelä	ELSA Finland
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Elisabeth Rapp	ELSA Norway

Chair opens the Workshop at 15:32.

Chair passes the floor to ELSA International for the presentation.

ELSA international presents.

Group 1, ELSA Germany: What Alumni associations exist nationally or locally? In ELSA Czech Republic, there is a national alumni structure, but not an association as such – it functions more like an informal group. In ELSA Denmark, it is similar. There is a national alumni network, but not a formal association, rather a group. In ELSA Germany, there is a formal association called ELSA Alumni Germany. How do they operate? In Germany, the alumni association operates with a structure similar to a board, including directors. They have their own website and organise two national events each year. They also arrange local events if there is an active officer in the city. There is a member portal for networking and connecting. In the Czech Republic, the Secretary General is responsible, but not exclusively – anyone can reach out. Communication mainly takes place via Messenger and a Facebook group. In Denmark, the Treasurer is responsible. Communication is handled through a Facebook group. Do you collaborate with these associations? If so, how? In Germany, alumni can participate in partners' fairs and provide funding. They have funds available for students, local groups, events, NCMs, and other ELSA projects. In the Czech Republic, collaboration mainly happens through events. A gala was organised for former board members to reconnect, gather contact information, and potentially establish new partnerships. For example, ELSA Prague gained a new partner who was a former ELSA member and now runs a law firm and wanted to sponsor them. Alumni also support projects such as ICE, WELS, and SELS. Do you collaborate with individual alumni? If so, how? In Germany, certain individuals assist with OYOP and review drafts for competitions and moot courts. In the Czech Republic, collaboration is mostly with individuals, particularly in connection with events like ICE, WELS, and SELS. In Denmark, collaboration

is also mostly with individual alumni. Who in your national group is in charge of collaboration with Alumni (position)? In Germany, regarding the association, the President is responsible. From an HR perspective, it is the Secretary General. In the Czech Republic, the Secretary General is responsible at both national and local level, sometimes supported by a Director. In Denmark, Our Treasurer is formally responsible, although in practice anyone on the board may be involved.

Chair: Any question or comments?

ELSA Estonia: Is it a local and national alumni?

ELSA Germany: They generally were former members of the local board and live in the city and check in with the local board.

Group 2, ELSA Estonia: Existing alumni associations and their operation vary. In some cases, they do not exist, and alumni are instead part of the international alumni organisation. In other cases, they exist on paper, with engagement taking place at the level of an advisory board. There may be an alumni community on a Facebook group, with engagement such as an annual alumni evening. Previously, this has also been used for fundraising. Some structures include an alumni fee, linked to status and an annual meeting. In certain groups, there is an alumni committee under the ELSA group that organises events for alumni, as well as one event organised together with the ELSA National Board, where both alumni and current members are involved. A general problem identified is the administrative burden of running a formal association.

Collaboration with alumni associations and individual alumni takes different forms. This includes annual events and involvement through an advisory board. There is also “unofficial” engagement, such as asking for advice or using their help when organising events, and individual alumni reaching out themselves. Alumni may collaborate in connection with ICM, particularly regarding fundraising. In some cases, alumni use their connections at their firms to secure traineeship positions.

Responsibility for alumni relations can be divided. In some cases, it lies with IM, together with BEE and MKT, particularly regarding the Facebook group, although this is not always clear due to an inactive community. The FM may be responsible for financing related to the alumni committee.

Chair: Anything to add or any questions?

ELSA Finland: We used to have an alumni association as a separate but last year they changed it so they are legally a part of ELSA Finland, so they do not have to do all the paper work so now ELSA Finland has to do their paper work. We do collaboration but they also do their own thing.

ELSA the Netherlands: Question for IB, is it allowed to have a membership option within the national group to incorporate alumni?

KB: It depends on your statutes there is not a clear cut on this. It depends and varies from each national group.

Chair: Any other questions? I see none. Group 3.

Group 3, ELSA Norway: For ELSA Norway, ELSA Switzerland and ELSA Austria none of us has local Alumni associations. ELSA Norway and ELSA Austria have an Alumni Network / Association, but they differ a bit in structure and engagement. ELSA Switzerland has had an Alumni event, Gabriel can

probably elaborate, but from what we've understood no active cooperation. ELSA Norway has an alumni network of approximately 120 members, it was started in 2022. It currently functions more as an informal network more than a structured association, a Facebook group, with no membership fee. In ELSA Norway we have regulations regarding alumni engagement, and it is also included as a priority in our strategic plan. We cooperated last year for hosting a 40th anniversary for ELSA Oslo, which demonstrated that alumni are willing to engage when the event is relevant to them. The Alumni Network are also regularly invited to national events (e.g. NCM, NOM), but responses and participation are generally low. An example we have in ELSA Norway for engagement with individual alumni is for the RR of JHJMCC. We reached out in case anyone wanted to host us at their law firm or if anyone had experience with trade law and would want to join as a panellist. Also when I've been reaching out to potential partners for ELSA Norway, I've sent the request specifically to an ELSA individual alumni. For ELSA Austria it is the Secretary General and Assistant for IM that is in charge. In ELSA Norway it is the Secretary General, but you can also appoint a Director for Alumni.

Chair: Any questions?

GM: It is a bit of a question what to do with alumni. Two to three years ago there was a mailing list, but it was lost. The new ones wanted a structure, but the old ones did not want to do it. It is mostly the younger generations who want to join a structure, also at the international level.

ELSA Czech Republic: We also had an anniversary event where a lot of people showed up, mostly from the older generation, and the turnout was good. Each year we have an event in July where many people attend. It is an opportunity for both current members and alumni to talk with each other. Since it takes place in July, there are great vibes and people mingle.

GM: If you can have this local engagement it is nice as on an international level it can be difficult to travel. The importance of alumni is to organise international events. Some alumni are willing to help a lot because they are so proud about hosting something. Which benefits you.

ELSA Czech Republic: A quick remark, it is great to have alumni, and tradition is important, especially when they know there is an event each year at the same time. That is something that matters to the alumni. If it becomes a tradition, they count on it and are more likely to attend. They may also come to events organised here and there, but if it is a fixed tradition, more people will show up.

ELSA international presents.

GM: There are not many people who want to host the events, so it often ends up with people feeling pressured into doing it, and then they host it. I do not know if this is still the case, but it was the case last time.

ELSA the Netherlands: It is the case because we are experiencing it.

ELSA Finland: How big is their balance sheet?

GM: The lowest point was in 2021 in Vienna. ELSA Alumni only invited four Board Members from the IB. The IB responded that they would attend only if the entire IB could go. ELSA Alumni then created a fund for the IB. The money is mainly allocated to the website.

KB: The problem was that people were losing trust and were unsure about what the scheme was. We noticed that people were resistant to change.

ELSA Germany: I have a question. How does one become a member of the board? And how long is the term?

GM: You simply apply through the website to become a member, and then at the meeting they ask who wants to join the board. When no one says anything, the current board stays.

KB: Do the Germans know this person?

ELSA Germany: We don't know him. He was not in the national board because we have an alumni transition and he was not there.

GM: In Croatia, we met with them and they have many influential members. The Prime Minister of Croatia was a former IB member, although he could not attend. For the first time in years, they invited the President of the IB to open the ceremony together with them. This shows that the tensions are different now.

GM: How should Alumni be involved? How can they support?

ELSA Germany: In general it makes sense to involve them in different areas. We are very happy with our alumni network as it works very well. They support us financially but also substantially. What we are trying to build is this moot court alumni network for our civil law moot court. I don't know how it is for John H Jackson Moot Court or Helga Pedersen moot court. If they have a very strong alumni network. It would make sense to have regular events for them but without pressure. It would also be nice to have a portal.

KB: The problem with the John H. Jackson Moot Court and the Helga Pedersen Moot Court is that there is no proper network for either of them. Due to GDPR concerns, you cannot track people down based on the data you have. However, C is trying her best to find another way to reach out to them and find a solution.

GB: To complete this, the difference between Helga and Jackson is that Helga is broader. With Jackson, it is easier, as they go to the WTO, and it is therefore easier to identify and contact people for support. What C wants is to develop it further, also beyond the WTO.

ELSA Germany: What we did with the Jessup community, which is the All Rise community, is that you can get a coach and it helps people stick around. It is done both nationally and internationally. They have a whole board, and they were founded later. They also have a newsletter that they send to all participants and judges, and a separate newsletter for coaches and judges, to keep people engaged. When people take part in a moot court, they often want to stay involved because it was a great experience for them and they want to help and remain part of it. Therefore, it is a great idea to establish something similar.

ELSA Czech Republic: I will get back to the initial question. In my opinion, it is important to consider all of the options. All alumni are individuals who can offer very different things, financial support from their law firms, acting as judges or panellists for moot courts, speakers for ICE and WELS, or traineeship providers. We have to consider all options and recognise all the support they can offer, even if it is small. If those same people later become partners, they might also provide financial contributions.

ELSA International presents.

GM: I have a question in regards to the structure. It would be interesting to have the alumni under ELSA IB but would they pay to ELSA alumni.

KB: Honestly nothing is concrete as of yet but I think it should be more of a push for attendance. Each group represents the alumni organisation of their country.

GM: The problem here is that it is based on individuals, and I am not sure who is paying. There could be people who had not paid for years but were still there and voting. It depends on the payment system and the structure, which are to some extent dependent on us.

ELSA Czech Republic: I think the WhatsApp idea is really great, because in the Czech Republic when we created it, we had the same thought that Facebook is not a platform for daily communication. That platform allows more communication, and communication on a daily basis can really improve engagement.

ELSA Austria: I think the WhatsApp chat is a good idea. In high school, I was part of a group and now I am an alumni. You can create a community and divide it by countries. A great thing is that you can mute WhatsApp, which is useful if you only want to receive information when you choose to. You are not constantly served with messages if you do not want to be.

ELSA Czech Republic: Great idea, whatsapp community is better. Not according to cities but officers in like a three year time span. We want to keep in contact with the people we meet at ICM and ISM and it can also be helpful to have the community for that.

ELSA Estonia: I really like the idea of subscription to engage with alumni. You mentioned it to be structural but what if I am an alumni in my association but they don't want to join that association. Do I just have no opportunity to engage?

GM: ELSA Alumni would remain, but the idea with the umbrella is to create a clearer structure and strengthen the connection through our site. It could help us connect more effectively. In Brussels, we have many former IB members, but it is very difficult to meet them. However, when we do have contact, it is very valuable. That kind of contact is what we are lacking a bit. For example, one of them even gave us a vacuum cleaner, which was great because we had lost the old one.

KB: We talked negatively but there is also a lot of positive things to say like they restored our kitchen and now we have much more and bigger nice kitchen

GM: We want to be open so they can support ELSA International even more.

KB: If more local alumni help, we will receive more support for our activities.

GM: It is nice because now we have a better kitchen to host people.

ELSA International presents.

Chair closes the Workshop at 17:33.

COMMON SESSIONS WORKSHOP MINUTES

Wednesday, 11th February 2026

17:00 – 19:30

Opening Workshop

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Rodrigo Prelhaz (RP)	International Board
Melanie Veseley	ELSA Austria
Maxim Todorov	ELSA Austria
Naomi Kastelic	ELSA Austria
Maria Giuchici	ELSA Austria
Mirna Ivanković	ELSA Croatia
Elena Dević	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Vojtěch Pešout	ELSA Czech Republic
Phoebe Nyambura Kamara	ELSA Denmark
Alexandra Poullos	ELSA Denmark
Susan Khonia	ELSA Denmark
Maksim Kobozev	ELSA Estonia
Sofia Üksiratsa	ELSA Estonia
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Salome Akirtava	ELSA Georgia
Elene Utarashvili	ELSA Georgia
Florian Steinkamp	ELSA Germany
Emily Urbansky	ELSA Germany
Nadine Hirth	ELSA Germany
Nathalie Ankenbrand	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Ingrid Marie Kaiander	ELSA Norway

Natalie Kehlet	ELSA Norway
Elisabeth Rapp	ELSA Norway
Jakub Ławrynowicz	ELSA Poland
Jakub Gostkowski	ELSA Poland
Julia Szczechowicz	ELSA Poland
Caisa Billger	ELSA Sweden
Aimée Seigner	ELSA Sweden
Anders Olsson	ELSA Sweden
Morgan Saxin	ELSA Sweden
Sebastian Gamberale	ELSA Switzerland
Mykhailo Risenberh	ELSA Ukraine
Maria Shakir	ELSA United Kingdom

GM welcomes the participants of the VI International Strategy Meeting.

GM: I am opening the Opening Workshop and the VI International Strategy Meeting at 17:16.

LN explains the Agenda of the Opening Workshop of the VI International Strategy Meeting.

OC presents.

LN does the revisions of the list of votes.

Total amount of votes: 15

LN: We will now proceed with the election of the Workshop Officers for all groups. As Workshop Chairs, ELSA International would like to nominate Phoebe Nyambura Kamara from ELSA Denmark as Workshop Chair for Group 1, Kyriaki Mamougiorgi from ELSA Greece as Workshop Chair for Group 2, Nadine Hirth from ELSA Germany as Workshop Chair for Group 3.

Any further nominations? I see none.

LN: Phoebe, do you accept the nomination?

Phoebe Nyambura Kamara: Yes.

ELSA Finland seconds the nomination.

LN: Kyriaki, do you accept the nomination?

Kyriaki Mamougiorgi: Yes.

ELSA Sweden seconds the nomination.

LN: Nadine, do you accept the nomination?

Nadine Hirth: Yes.

ELSA Denmark seconds the nomination.

LN: Then we will now proceed with the voting for the election of the Workshop Chairs.

Voting results on the election of Phoebe Nyambura Kamara, Kiriaki Mamougiorgi and Nadine Hirth as Workshop Chairs.

In favour: 15

Against: 0

Abstentions: 0

Total number of votes: 15

LN: With 15 votes in favour, 0 against and 0 abstentions, Phoebe, Kyriaki and Nadine have been elected as the Workshop Chairs for this ISM. Next, we will continue with the election of the Workshop Vice Chairs. ELSA International would like to nominate Florian Steinkamp from ELSA Germany as Workshop Vice Chair for Group 1, Alexandra Poulios from ELSA Denmark as Workshop Vice Chair for Group 2, Morgan Saxin from ELSA Sweden as Workshop Vice Chair for Group 3.

Any further nominations? I see none.

LN: Florian, do you accept the nomination?

Florian Steinkamp: Yes.

ELSA Finland seconds the nomination.

LN: Alexandra, do you accept the nomination?

Alexandra Poulios: Yes.

ELSA Czech Republic seconds the nomination.

LN: Morgan, do you accept the nomination?

Morgan Saxin: Yes.

ELSA Austria seconds the nomination.

LN: Then we will now proceed with the voting for the election of the Workshop Vice Chairs.

Voting results on the election of Florian Steinkamp, Alexandra Poulios and Morgan Saxin as Workshop Vice Chairs.

In favour: 15

Against: 0

Abstentions: 0

Total number of votes: 15

LN: With 15 votes in favour, 0 against and 0 abstentions, Florian, Alexandra and Morgan have been elected as the Workshop Vice Chairs for this ISM. Next, we will continue with the election of the

Workshop Secretaries. ELSA International would like to nominate Ingrid Marie Kaiander from ELSA Norway as Workshop Secretary for Group 1, Aimée Seigner from ELSA Sweden and Maksim Todorov from ELSA Austria as Workshop Secretaries for Group 2, Susan Khonia from ELSA Denmark as Workshop Secretary for Group 3.

We are still missing Secretaries for Groups 1 and 3.

Any further nominations? I see none.

ELSA Austria: ELSA Austria nominates Melanie Vesely for Workshop Secretary of Group 1.

ELSA Germany: ELSA Germany nominates Sebastian Gambarale for Workshop Secretary of Group 3.

LN: Ingrid, do you accept the nomination?

Ingrid Marie Kaiander: Yes.

ELSA Czech Republic seconds the nomination.

LN: Melanie, do you accept the nomination?

Melanie Vesely: Yes.

ELSA Germany seconds the nomination.

LN: Aimée, do you accept the nomination?

Aimée Seigner: Yes.

ELSA Germany seconds the nomination.

LN: Susan, do you accept the nomination?

Susan Khonia: Yes.

ELSA Germany seconds the nomination.

LN: Maksim, do you accept the nomination?

Maksim Todorov: Yes.

ELSA Czech Republic seconds the nomination.

LN: Sebastian, do you accept the nomination?

Sebastian Gambarale: Yes.

ELSA Sweden seconds the nomination.

LN: Then we will now proceed with the voting for the election of the Workshop Secretaries.

Voting results on the election of Ingrid Marie Kaiander, Aimée Seigner, Maksim Todorov, Susan Khonia, Melanie and Sebastian Gambarale as Workshop Secretaries.

In favour: 15

Against: 0

Abstentions: 0

Total number of votes: 15

LN: With 15 votes in favour, 0 against and 0 abstentions, Ingrid, Aimée, Maksim, Susan, Melanie and Sebastian have been elected as the Workshop Secretaries for this ISM.

LN: We are also in need of Spirits, so Group 1, 2 and 3. Do we have any nominations?

Jana Knížová, Emily Urbansky and Nathalie Ankenbrand are being nominated and elected as Workshop Spirits.

LN: We will now proceed with the approval of the agenda.

LN presents the agenda of the VI International Strategy Meeting.

LN: Are there any amendments?

None.

LN: Then we will proceed with voting.

Voting results on the approval of the agenda.

In favour: 15

Against: 0

Abstentions: 0

Total number of votes: 15

LN: With 15 votes in favour, 0 against and 0 abstentions, the agenda for this ISM has been approved.

LN presents the Code of Conduct of ELSA.

The International Board of ELSA presents their work regarding the Strategic Goals 2023-2028 and the One Year Operational Plan 2025/2026.

OC presents logistical remarks.

GM closes the opening workshop at 18:14.

Thursday, 12th February 2026

18:30 – 19:30

Daily Debrief

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Rodrigo Prehaz (RP)	International Board
Melanie Veseley	ELSA Austria
Maxim Todorov	ELSA Austria
Naomi Kastelic	ELSA Austria
Mirna Ivanković	ELSA Croatia
Elena Dević	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Vojtěch Pešout	ELSA Czech Republic
Phoebe Nyambura Kamara	ELSA Denmark
Alexandra Poullos	ELSA Denmark
Susan Khonia	ELSA Denmark
Maksim Kobozev	ELSA Estonia
Sofia Üksiratsa	ELSA Estonia
Niklas Granroth	ELSA Finland
Ani Samsiani	ELSA Georgia
Salome Akirtava	ELSA Georgia
Florian Steinkamp	ELSA Germany
Emily Urbansky	ELSA Germany
Nadine Hirth	ELSA Germany
Nathalie Ankenbrand	ELSA Germany
Anastasia Kapetanaki	ELSA Greece
Kyriaki Mamougiorgi	ELSA Greece
Philipp Schoeler	ELSA the Netherlands
Malin van Rossem	ELSA the Netherlands
Daphne Marie Louise van Hees	ELSA the Netherlands
Ingrid Marie Kaiander	ELSA Norway
Natalie Kehlet	ELSA Norway
Elisabeth Rapp	ELSA Norway

Jakub Ławrynowicz	ELSA Poland
Jakub Gostkowski	ELSA Poland
Julia Szczechowicz	ELSA Poland
Caisa Billger	ELSA Sweden
Aimée Seigner	ELSA Sweden
Anders Olsson	ELSA Sweden
Morgan Saxin	ELSA Sweden
Sebastian Gamberale	ELSA Switzerland
Maria Shakir	ELSA United Kingdom

GM opens the workshop at 18:38.

LN and KB present the daily debrief of the workshop “Hosting IIMs”.

HI and RP present the daily debrief of the workshop “Quality Standards”.

GM and TG present the daily debrief of the workshop “IIM Finances”.

LN: Thank you guys very much for the participation today. As we said at the beginning of the day, there are a lot of components to IIMs (both from the hosting and attending side). Throughout the day, hypothetical and real budgets of ICMs were presented, with the budgets ranging from a 17 to 37 thousand euros loss. We have reached a point where the stipulated participation fee doesn't even cover accommodation. Hopefully after today's sessions, we can all realise that this is not a sustainable model and something needs to change within our regulations. After the ISM, we will spend some time going over and trying to think about possible solutions, based on the input you have provided us with. We are confident that together we can find a solution.

GM closes the workshop at 19:04.

Friday, 13th February 2026

18:30 – 19:30

Daily Debrief

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Rodrigo Prehaz (RP)	International Board
Melanie Veseley	ELSA Austria
Maxim Todorov	ELSA Austria
Naomi Kastelic	ELSA Austria
Maria Giuchici	ELSA Austria
Mirna Ivanković	ELSA Croatia
Elena Dević	ELSA Croatia
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Vojtěch Pešout	ELSA Czech Republic
Phoebe Nyambura Kamara	ELSA Denmark
Alexandra Poullos	ELSA Denmark
Susan Khonia	ELSA Denmark
Niklas Granroth	ELSA Finland
Salome Akirtava	ELSA Georgia
Florian Steinkamp	ELSA Germany
Emily Urbansky	ELSA Germany
Kyriaki Mamougiorgi	ELSA Greece
Daphne Marie Louise van Hees	ELSA the Netherlands
Ingrid Marie Kaiander	ELSA Norway
Natalie Kehlet	ELSA Norway
Elisabeth Rapp	ELSA Norway
Jakub Gostkowski	ELSA Poland
Julia Szczechowicz	ELSA Poland
Caisa Billger	ELSA Sweden
Aimée Seigner	ELSA Sweden
Anders Olsson	ELSA Sweden
Morgan Saxin	ELSA Sweden
Sebastian Gamberale	ELSA Switzerland

Maria Shakir

ELSA United Kingdom

GM opens the workshop at 18:33.

KB and TG present the daily debrief of the workshop “ELSA Websites”.

HI and RP present the daily debrief of the workshop “AI Guidelines”.

GM and LN present the daily debrief of the workshop “Breaching Regulations”.

GM closes the workshop at 19:01.

Sunday, 15th February 2026

13:00 – 15:30

Final Debrief & Closing Workshop

Participants' list:

Gabriel Marti (GM)	International Board
Lucie Nováková (LN)	International Board
Tommaso Giordano (TG)	International Board
Kat Bonello (KB)	International Board
Hedin Ragnfred Indregård (HI)	International Board
Rodrigo Prehaz (RP)	International Board
Melanie Veseley	ELSA Austria
Maxim Todorov	ELSA Austria
Vilém Lerach	ELSA Czech Republic
Jana Knížová	ELSA Czech Republic
Marek Šotnar	ELSA Czech Republic
Veronika Březinová	ELSA Czech Republic
Vojtěch Pešout	ELSA Czech Republic
Niklas Granroth	ELSA Finland
Salome Akirtava	ELSA Georgia
Florian Steinkamp	ELSA Germany
Emily Urbansky	ELSA Germany
Daphne Marie Louise van Hees	ELSA the Netherlands
Philipp Schoeler	ELSA the Netherlands
Ingrid Marie Kaiander	ELSA Norway
Natalie Kehlet	ELSA Norway
Elisabeth Rapp	ELSA Norway

GM opens the workshop at 13:20.

GM and KB present the daily debrief of the workshop "Alumni".

HI and TG present the daily debrief of the workshop "HR across Areas".

LN and RP present the daily debrief of the workshop "ELSA Training".

LN extends her gratitude for the workshop officers of the VI International Strategy Meeting.

LN extends her gratitude towards ELSA Georgia and the Organising Committee of the VI International Strategy Meeting.

GM closes the workshop at 14:12.



The European Law Students' Association