

II INTERNATIONAL STRATEGY MEETING WORKING MATERIALS

2ND - 6TH FEBRUARY 2022



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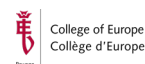
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FOREWORD

FOREWORD

Dear Network,

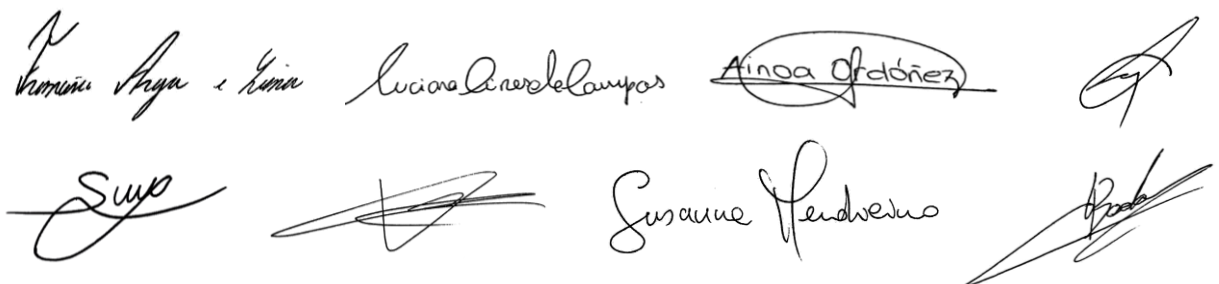
With the new year come new resolutions, new ideas and new plans. These first few moments of the year are always filled with motivation to do something new or to finally work on those projects we always wanted to do. It is with this motivation that we are sending you the Working Materials of the II International Strategy Meeting of ELSA.

The motto of this term has been based upon the idea that change is fundamental to the development of any organisation, of which ELSA is no exception. Change means adapting, improving, and learning. Change means not being satisfied with what we have accomplished, always aiming at new heights and achievements. Therefore, change is not an easy process. It takes time and it is a collective effort from all of us. True and meaningful change is also not attained in a one-year period. It takes the joint work of Officers from different years. For that, plans are needed. Medium to long-term plans that involve all of us for years to come and in which all of us have a word to say.

It is with that in mind that the International Strategy Meeting exists: to implement changes for our future. To improve our Association. For our Network to come together and discuss the topics that need development and the ways in which we can develop them. It is a Meeting destined for exchanging opinions, as well as brainstorming and strategising.

That being the case, with the typical motivation that accompanies the start of a new year, we welcome you to the II International Strategy Meeting, where we hope to see all of you and hear your thoughts on the topics we wish to discuss, hoping that we set the foundations for the changes ELSA needs, for the years to come.

ELSAfully yours,



Francisco, Luciana, Ainoa, Tony, Samira, Mathieu, Susanna and Valentin
International Board 2021/2022

INTERNATIONAL STRATEGY MEETING GUIDE

What is the International Strategy Meeting?

According to the International Council Meeting Decision Book of ELSA, the International Strategy Meeting is an annual internal meeting of the Members and Observers, organised in winter.

The aims of the International Strategy Meeting are strategic planning for the future of the Association and evaluation of current activities. The representatives of ELSA Groups participate in various workshops, conducting the discussions and creating the foundations for the decision-making process.

The outcomes of the ISM become the pillars of further developments, starting from the upcoming ICM, through the more detailed plans for the next term, ending on drafting long term priorities for the Association as a whole.

How should I prepare myself for this meeting?

- Read carefully all reminders and preparation tips.
- Be ready to actively participate in the discussions due to the fact that all workshops will be based on them.
- Remember that you do not represent your own area but the opinion of the entire National Group.
- Be aware that opinions and statements that will be expressed by you are considered as valid and accurate for your National Group and therefore can be used for the purpose of future changes and their argumentation.
- Do not expect activity reports or knowledge management sessions - our daily agenda is focused purely on exchanging opinions to prepare for making the most important decisions for the entire Network

Structure of Agenda

Due to the desire to ensure an effective discussion and to allow the largest possible number of participants to speak, we will divide a significant part of the workshops into sessions. Therefore, from Thursday to Saturday, the agenda includes two workshop sessions:

- **morning session from 10:00 to 13:00 CET** and
- **afternoon session from 14:30 to 17:30 CET**.

These sessions do not differ in content, the purpose of the division is only to improve their course. Each day ends with a summary (mandatory for everyone), during which we will present the most important results of group work and discuss the differences. The structure of the workshops on Wednesday and Sunday remains unchanged.

Due to the described changes in the agenda, the participants were divided into **two groups**. The division is not subject to change and each delegation is obliged to participate in the sessions intended for itself. It is not possible to divide the delegation so that representatives of one National Group participate in both sessions. The workshops that will be divided are marked in **blue** in the agenda. The division into groups will be sent out after the application period has closed.

The application period will open on the **11th of January 2022**. Due to the particular structure of this meeting, we have decided to make some changes in the registration system. Therefore, we will be opening the application for each individual workshop. Each National Group may send up to three delegates to each workshop. The recommended areas for each workshop are stated in the descriptions below.

INTERNATIONAL STRATEGY MEETING GUIDE

Online Meeting Guidelines

These guidelines provide you with the information necessary to prepare for the online format of the II International Strategy Meeting of ELSA. In order to ensure the smoothness and efficiency of the event, please read these guidelines thoroughly and with care.

General Communication Methods

All participants should join the [II International Strategy Meeting Facebook Group](#) for all pertinent discussions and announcements regarding the meeting. All important information will also be sent out via email to participants if necessary.

Responsibilities of the attendees of the International Strategy Meeting

In order to avoid any technical difficulties every participant shall:

- Restart their computer or respective device prior to each panel of workshops (in the morning, after lunch, after free time);
- Make sure that the battery of the respective device is charged and the charger is available when necessary;
- Test their microphone and headphones prior to each day;
- Make sure that the camera works properly;
- Check their internet upload/download speed which shall be at least 3 Mbps;
- Install the Google Meet app in case of using mobile devices.

Every participant should be ready at least 15 minutes prior to the start of each day to test out the device and avoid any problems preventing the workshops from starting on time. In case you, as a participant, face technical difficulties before or during the workshops, please inform the President of the International Board or Chair of the respective ISM session.

Finger rules for the duration of the International Strategy Meeting

- i New topic (join the speakers' list)
- ii Direct comment (join the speakers' list)
- iii End the ongoing discussion
- b Thumbs up
- p Thumbs down
- T Technical issue
- X Remove yourself from the speakers' list
- C Clarification

INTERNATIONAL STRATEGY MEETING GUIDE

Workshops

The respective links to join each session will be published on the II ISM Facebook group and will be sent also via email to all the participants. Every participant is entitled to take part in the workshops but only one representative per National Group has voting rights.

Voting in the workshops

The Chair of the workshop controls the voting procedure. As usual, each National Group representative shall vote either in favour of, against or abstain from voting on a respective matter. In order to exercise their voting right, every National Group representative shall write in the workshop chat one of the following options when prompted:

- ELSA [Insert Name of National Group] In Favour
- ELSA [Insert Name of National Group] Against
- ELSA [Insert Name of National Group] Abstention

Questions

The International Board of ELSA has put in their best efforts to cover all information necessary in these guidelines. However, there still might be some issues that are not tackled in these guidelines. In case you have any questions, please refer them directly to the President of the International Board of ELSA at president@elsa.org. The International Board of ELSA reserves the right to amend these guidelines with the obligation to notify the Network about any and all changes thereto.

INTERNATIONAL STRATEGY MEETING GUIDE

Preparation and reminders

Documents

In order to actively participate and contribute to the workshops, please, do not forget to:

- Read these Working Materials cover to cover;
- Read relevant parts of the [Statutes and Standing Orders in force after the LXXX Online International Council Meeting of ELSA](#);
- Read relevant parts of the [International Council Meeting Decision Book, 56th Edition](#);
- Bring your ELSA spirit, share your thoughts and suggestions, and leave your personal touch in the II ISM!

Please read the aforementioned documents carefully. This is of great importance for the discussions and the outcome of the Workshop sessions. To access some of the documents above you require the following username and password:

Username: officer

Password: 7zXZZNq

Also, please read the following draft agenda carefully. Should you need any clarifications, please do not hesitate to contact the President of the International Board at president@elsa.org.

Discussion points

We have 5 days to discuss the future of the Association. It seems like a lot, but in practice the pace of the workshops can be intense at times. In order to get the most out of them and avoid problems with keeping up, we ask you to discuss the key issues before the meeting. Pay special attention to the "Preparation" section next to the workshop descriptions and make sure that you have a clear opinion on each of the questions asked there.

Use the area mailing lists as well as Facebook groups and start a discussion even before the II International Strategy Meeting! These platforms can be used to bring up ideas you want to share, no matter if you will be able to personally participate in the meeting or not.

Please also check if you and your fellow Officers joined [the participants' group on Facebook](#) because all the updates and information during the meeting will be posted there.

It is our pleasure to welcome you to the ISM!

DRAFT TIMETABLE

DRAFT TIMETABLE

		2nd February	3rd February	4th February	5th February	6th February
		Wednesday	Thursday	Friday	Saturday	Sunday
MORNING SESSION	10:00-10:30	Free time	Board Reform: Back to the Future	Projects: those who cannot remember the past...	International Focus Programme: here we go again	Financial Strategy: what we have so far
	10:30-11:00					
	11:00-11:30		International Annual Meetings: a thing of the past?	Social Responsibility: just do it	Rebranding: let's work	Strategic Goals Evaluation
	11:30-12:00					
	12:00-12:30					
	12:30-13:00					
	13:00-13:30	Lunch	Lunch	Lunch	Coffee break	
	13:30-14:00					
	14:00-14:30	Opening workshop	Board Reform: Back to the Future	Projects: those who cannot remember the past...	International Focus Programme: here we go again	Q&A session and closing
AFTERNOON SESSION	14:30-15:00					
	15:00-15:30	ELSA International Team	International Annual Meetings: a thing of the past?	Social Responsibility: just do it	Rebranding: let's work	Free time
	15:30-16:00					
	16:00-16:30	Coffee break				
	16:30-17:00	Continuity: are transitions really enough?				
	17:00-17:30					
	17:30-18:00	Coffee break	Coffee break	Coffee break		
	18:00-18:30	Summary	Summary	Summary		
	18:30-19:00					
	19:00-19:30	Free time	Free time	Free time		
	19:30-20:00					
	20:00-20:30					
	20:30-21:00					
	21:00-21:30	Social programme	Social programme	Social programme	Social programme	
	21:30-22:00					

DRAFT AGENDA

DRAFT AGENDA

Wednesday, 2nd February 2022

14:00 – 15:00

OPENING WORKSHOP**Description**

During the workshop, we will elect ISM Officers, namely the Chairs and Secretaries, approve the agenda and discuss the rules of the meeting. You will also be closely acquainted with the goals, structure and expected outcomes of the II International Strategy Meeting of ELSA.

Outcome

Election of Workshop Officers. Approval of the Agenda and drafting of Workshop Rules.

Preparation

None.

Recommended Officers

No specific recommendation, as this is a general workshop.

15:00 – 16:00

ELSA INTERNATIONAL TEAM**Description**

The International Board does not work alone, nor can it. For that reason, the ELSA International Team plays a fundamental role in the work done and that is why it is important to ensure its sustainability. During the first workshop of the ISM, we will explore the structure of the ELSA International Team and discuss how we can improve it, creating a steady source of support to the International Board, as well as to the whole Network.

Outcome

Discuss the main weaknesses of the EIT. Brainstorm on how to develop the EIT.

Preparation

None.

Recommended Officers

No specific recommendation, as this is a general workshop.

DRAFT AGENDA

16:30 – 18:30

CONTINUITY: ARE TRANSITIONS REALLY ENOUGH?**Description**

Continuity is what allows ELSA to grow, year after year. Unfortunately, due to our short terms in office, that is no easy task. While the years and boards pass by, information and experience are inevitably lost. For the past years, efforts have been made in this regard - namely by reinforcing the transition periods - but there is still work to be done.

Outcome

Discuss on how to ensure better knowledge management and continuity in ELSA. Discuss how to ensure that our successors are prepared for their roles, from their first day in office.

Preparation

None.

Recommended Officers

IMers.

Thursday, 3rd February 2022

10:00 – 11:30 (*group I*)

14:30 – 16:00 (*group II*)

BOARD REFORM: BACK TO THE FUTURE**Description**

The topic that needs no introduction is back. As one of the biggest structural changes that ELSA has had in recent years, it is important to discuss how, in practice, it should be implemented. For the past months, the International Board has been implementing some changes to the way it divides its tasks among Board Members, in order to ensure that our successors have sustainable workloads. Nevertheless, things are not always as simple as they seem in the beginning. For that reason, it is time to go back to the Board Reform topic and discuss how to make it more efficient.

Outcome

Analysis of the main issues with Board Reform as well as on how to solve them.

Preparation

Read the [LXXIX International Council Meeting's Board Reform Workshop Minutes \(pages 96-135\)](#).

Recommended Officers

Key Areas.

11:30 – 13:00 (*group I*)

DRAFT AGENDA

16:00 – 17:30 (*group II*)

INTERNATIONAL ANNUAL MEETINGS: A THING OF THE PAST?

Description

COVID put us in a situation where we were not able to have our physical meetings. Nevertheless, as it is slowly starting to wind down, we can start thinking about going back to the way things were and once again start organising our physical International Annual Meetings. But can we though? Lack of hosts, concerns about the financial feasibility of these projects and other topics shall be covered in this workshop, to ensure that the necessary conditions are met for us to get back the physical meetings that are so dear to us in the near future.

Outcome

Brainstorm on how to make physical International Annual Meetings sustainable.

Preparation

Read the [Statutes \(article 7\) and Standing Orders of ELSA \(articles 4 and 5\)](#) as well as the [International Council Meeting Decision Book \(Part 3, Chapter 4 and Annex 2\)](#)

Recommended Officers

IMers and FMers.

18:00 – 19:00

SUMMARY

Description

The last meeting of the day will be devoted to summarising the results of group discussions as well as taking up unfinished topics.

Outcome

Determining the final direction of further activities in the respective areas.

Preparation

None.

Recommended Officers

The participants of this day's workshops.

DRAFT AGENDA

Friday, 4th February 2022

10:00 – 12:00 (*group II*)

14:30 – 16:30 (*group I*)

PROJECTS: THOSE WHO CANNOT REMEMBER THE PAST...

Description

ELSA exists to better the life of our members and of society in general. We do that namely through our projects. Nevertheless, with limited resources - be it human, financial or others - there is a limit of what we can do efficiently while still leaving time for growth and expansion of what we currently have. This workshop is meant to discuss what is organised internationally, and of this what should continue being done as well as what should be changed.

Outcome

Have an understanding of what a Flagship of ELSA is. Understand which projects organised by ELSA International bring added value to the Association. Understand what are the main issues the International Board faces when organising its projects.

Preparation

Think of the projects ELSA International organises and answer to the following questions:

- Which ones are quickly identifiable?
- Which ones are the most attractive?
- Which ones do not add value to what is currently organised?
- Which ones do you think tackle the same objectives?
- What do you think makes a project of ELSA a Flagship?

Recommended Officers

Key Areas.

12:00 – 13:00 (*group II*)

16:30 – 17:30 (*group I*)

SOCIAL RESPONSIBILITY: JUST DO IT

Description

One of the main pillars of ELSA that we have been discussing for the past year is Social Responsibility. While the Network follows different paces in its development, it is time to think about how to develop it internationally and nationally so that, in the future, we are all able to have a positive impact on society.

Outcome

Discuss the main difficulties in implementing social responsibility initiatives. Discuss projects that can be organised internationally, nationally and locally.

DRAFT AGENDA

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the [LXXX International Council Meeting's BEE and AA Workshop Minutes \(pages 183-190\)](#). In addition, please, answer the following questions:

- If your National Group does not have Social Responsibility projects, why do you think that happens?
- If your National Group has Social Responsibility projects, why did they start?
- Are your Local Groups aware of how to organise these projects? Who should teach them?
- How can we truly start a Network-wide effort of acting for the good of society?

Recommended Officers

BEEers and AAers.

18:00 – 19:00

SUMMARY**Description**

The last meeting of the day will be devoted to summarising the results of group discussions as well as taking up unfinished topics.

Outcome

Determining the final direction of further activities in the respective areas.

Preparation

None.

Recommended Officers

The participants of this day's workshops.

Saturday, 5th February 2022

10:00 – 11:30 (*group I*)

14:30 – 16:00 (*group II*)

INTERNATIONAL FOCUS PROGRAMME: HERE WE GO AGAIN.**Description**

This year we will adopt a new IFP topic and the International Board has started working on this aspect already. Through opening a call for input papers, discussing it during the ICM or starting a Working Group in this regard, we are already on our way to define our new topic. This workshop is meant to continue that discussion and make our path clearer for the upcoming ICM.

Outcome

Discussion on the possible IFP topics raised. Input from the Network on the way forward.

DRAFT AGENDA

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the [LXXX International Council Meeting's BEE, AA, MCC, PD and S&C Workshop Minutes \(pages 59-63\)](#).

Recommended Officers

Key Areas.

11:30 – 13:00 (group I)

16:00 – 17:30 (group II)

REBRANDING: LET'S WORK**Description**

Another hot topic for this year is rebranding, which has been discussed thoroughly in the past months. With this workshop, we want to bring you the latest updates of our work since the ICM, in order to prepare for the upcoming one and update our image in the best possible way.

Outcome

Analyse the work being done regarding our brand. Input from the Network on the way forward.

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the [LXXX International Council Meeting's MKT Workshop Minutes \(pages 160-165\)](#).

Recommended Officers

MKTers.

18:00 – 19:00

SUMMARY**Description**

The last meeting of the day will be devoted to summarising the results of group discussions as well as taking up unfinished topics.

Outcome

Determining the final direction of further activities in the respective areas.

Preparation

None.

Recommended Officers

The participants of this day's workshops.

DRAFT AGENDA

Sunday, 6th February 2022

10:00 – 12:00

FINANCIAL STRATEGY: WHAT WE HAVE SO FAR**Description**

As with the new IFP topic and rebranding, the new financial strategy is one of the main points of our terms in office. We need to approve a new strategy in the upcoming ICM, which will guide future International Boards in their activities. With that in mind, we will share the progress achieved so far by our Working Group and brainstorm on the way forward.

Outcome

Analyse the work being done regarding the next financial strategy. Input from the Network on the way forward.

Preparation

Read the [International Council Meeting Decision Book \(Part 4, Chapter 12\)](#).

Recommended Officers

BEEers and FMers.

12:00 – 13:30

STRATEGIC GOALS EVALUATION**Description**

As in the name of this meeting, the main focus of this International Annual Meeting is to strategise. For that reason, it is important that we evaluate the work done so far and see what is left to develop in the future.

Outcome

The general evaluation of the Strategic Goals implementation.

Preparation

Read the [Strategic Goals 2023 Implementation Handbook](#), as well as the Yearly Reports from [2019/2020](#) and from [2020/2021](#). Furthermore, answer the following questions:

- Did you know about the current Strategy Goals of ELSA?
- Do you create an implementation plan at the start of your term in office, or were you suggested to do so by your predecessors?
- Which Goals are the priority of your National Group?
- What do you think is left to do?

Recommended Officers

BEEers.

DRAFT AGENDA

14:00 – 15:30

Q&A SESSION AND CLOSING**Description**

We will devote the last workshop to summarising the results of the meeting, clarifying any ambiguities and defining the way forward until the LXXXI International Council Meeting.

Outcome

Feedback about the meeting.

Preparation

Be ready to ask your questions if applicable and share your thoughts with the others.

Recommended Officers

No specific recommendation, as this is a general workshop.