

IV INTERNATIONAL STRATEGY MEETING WORKING MATERIALS



BRNO, CZECH REPUBLIC
7th - 11th February 2024



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FOREWORD

Dear Network,

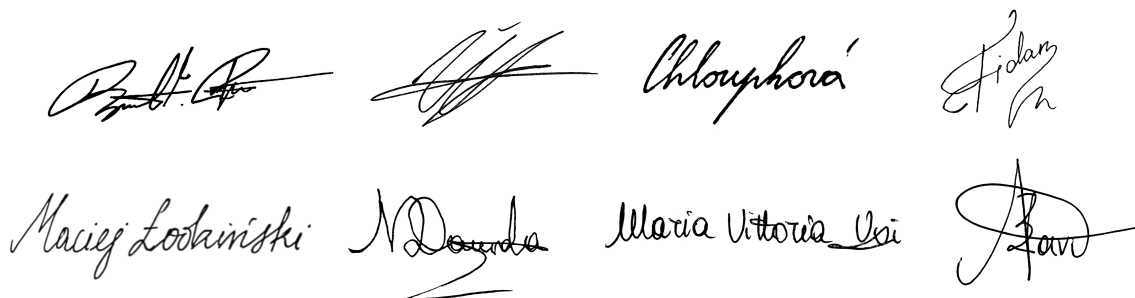
As the new year gets underway, we find ourselves drawing near to the IV International Strategy Meeting Brno. Every year, the branches of ELSA grow greater, and the roots that anchor the Association deeper. It is once again that time of year when we come together to tend to that tree of knowledge. Each we must lend a hand to ensure that it may grow greater yet.

In the realm of strategic planning, we find ourselves at the intersection of foresight and action, carving out a path through the complex terrain of uncertainties and opportunities. Strategic planning is not merely a process - it is a compass that guides us towards a more sustainable future in which the potential of our Association can be fully realised. As we embark on the journey of discussions and deliberations that will unfold during the IV ISM, let us embrace the spirit of dialogue, cooperation, and innovation. Together, we shall harness the power of our collective insight and experience to shape the trajectory of our Association as we look optimistically to the future while remaining mindful of the past, its challenges and its triumphs.

In conclusion, we express our heartfelt appreciation to the organisers, participants, and contributors who breathe life into the IV International Strategy Meeting of ELSA. May this gathering be a source of inspiration, a beacon of progress, and a testament to the enduring strength of ELSA's vision.

Wishing you all an invigorating and enriching experience.

ELSAfully Yours,



The image shows eight handwritten signatures arranged in two rows of four. The top row contains signatures for Bjarki, Yordan, Adéla, and Fidan. The bottom row contains signatures for Nadia, Maciej, Maria Vittoria, and Xanthi.

Bjarki, Yordan, Adéla, Fidan, Nadia, Maciej, Maria Vittoria and Xanthi
International Board of ELSA 2023/2024

TABLE OF CONTENTS

FOREWORD.....	1
INTERNATIONAL STRATEGY MEETING GUIDE.....	3
Structure of Agenda.....	5
Preparation and reminders.....	7
DRAFT TIMETABLE.....	8
Group I.....	8
Group II.....	9
Group III.....	10
DRAFT AGENDA.....	11
Wednesday, 7th February 2024.....	11
Opening Workshop (Joint).....	11
Thursday, 8th February 2024.....	12
United we Stand, Divided we Pay.....	12
Standards High, Pockets Empty?.....	12
ELSA Math.....	13
Daily Debrief (Joint).....	14
Friday, 9th February 2024.....	15
How to Train Your Officer.....	15
For the Plot!.....	15
5 Days of Autumn, 7 Days of Spring.....	16
Daily Debrief (Joint).....	17
Saturday, 10th February 2024.....	18
More Energy, More Passion, More People.....	18
(Knowledge) Sharing is Caring.....	19
Houston, we have a Plan!.....	19
Sunday, 11th February 2024.....	21
Final Debrief and Closing Workshop (Joint).....	21

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 of ELSA dedicated to strategic planning and evaluation, organised during 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 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 with drafting long-term priorities for the Association as a whole.

How should I prepare myself for this meeting?

- Read all reminders and preparation tips carefully.
- Be ready to actively participate in the discussions since all workshops rely on them.
- Remember that you do not represent your area but the opinion of the entire National Group.
- Be aware that opinions and statements you will express are considered valid and accurate for your National Group and, therefore, might be used for 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 the most important decisions for the entire Network.

Finger rules for workshops

The “finger rules” are intended to make the job of the Chair easier and to ensure that the discussions are as effective and smooth as possible. The theory behind the finger rules is simple; you indicate what you want to state by using one of the following gestures:

- One** finger: New topic or idea
- Two** fingers: Direct comment or response
- Three** fingers: End the discussion as it is not useful
- Pinkie** finger: Technical remark (e.g. “open the window”, “the font is too small”)
- Scissors: Remove yourself from the speakers’ list
- Thumb up: Show immediate feedback to the conversation (“I like this idea”)
- Thumb down: Show immediate feedback to the conversation (“I do not like this idea”)

The **priority** amongst the different hand gestures goes in the following order: pinkie, three fingers, two fingers, one finger. This way, the Chair can more easily moderate the discussions. Scissors and thumbs up/down do not require a direct reaction by the Chair, and that is why the priority rule is not applied to them.



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 Group sessions. These Group sessions generally do not differ in content. The purpose of the division is only to improve their efficiency and to guarantee the exchange of opinions from different members of our Network.

The participants are divided at random into **three Groups**, which will be communicated to you by the Organising Committee. To ensure the diversity of the Groups, the division is not by National Group or Area. The division is not subject to change and each participant is obliged to participate in the sessions intended for themselves.

Opening and Closing

Please note that Opening on Wednesday and Closing on Sunday will **not** be at the hotel. The Opening is at **Faculty of Law, Masaryk University (Veveří 70, Brno)** and the Closing at **Faculty of Economics and Administration, Masaryk University (Lipová 41a, Brno)**.

Both the Opening and Closing workshops are going to be held in a Joint format with all Groups being together.

Workshops

From Thursday to Saturday there are three workshops with three different topics per day for each Group. The workshops will be held in a rotating manner, i.e., workshop on one topic will be held three times in a day, once for each Group. The order of the workshops within the day will vary depending on which Group the participant is in. The agenda for each Group is presented in these Working Materials. For example, the workshop order could be:

- Group I: workshop 1, workshop 2, workshop 3
- Group II: workshop 2, workshop 3, workshop 1
- Group III: workshop 3, workshop 1, workshop 2

There will be daily debriefs on Thursday and Friday to recap the day's discussions from the workshops. These will also be held in a Joint format with all Groups present.

Voting in the workshops

Every participant is entitled to take part in the workshops, but only one representative per National Group has voting rights.

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 whenever voting is taking place.

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 Secretary General of the International Board of ELSA at secgen@elsa.org.

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](#) of ELSA;
- Read relevant parts of the [International Council Meeting Decision Book, 62nd Edition](#) (available from the 18th of January 2024);
- Read the [One Year Operational Plan](#) (OYOP) of the International Board of ELSA 2023/2024;
- Read the [Strategic Plan of ELSA 2023-2028](#) (available at page six);
- Read the [Strategic Plan Final Report 2018-2023](#);
- Read the [Strategic Goals Implementation Handbook 2023-2028](#);
- Read the Minutes of the [III International Strategy Meeting Prague](#);
- Bring your ELSA spirit, share your thoughts and suggestions, and leave your personal touch in the IV International Strategy Meeting Brno.

To access most of the documents above you require username and password.

Username: officer

Password: 7zXZZNq

Additionally, please read the aforementioned documents carefully. This is of great importance for the discussions and the outcome of the Workshop sessions.

Last but not least, please read the following draft agenda carefully. Should you need any **clarifications**, please do not hesitate to contact the President of the International Board of ELSA at president@elsa.org. For any questions related to the **logistical arrangements** of the workshops and the group divisions, do not hesitate to contact the Secretary General of the International Board of ELSA at secgen@elsa.org.

Discussion points

We have five days to discuss the future of ELSA. 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 the dedicated WhatsApp Community to start a discussion and bring up ideas you want to share, no matter if you will be able to participate in the meeting personally or not.

It is our pleasure to welcome you to the IV ISM Brno!

The International Board of ELSA 2023/2024

DRAFT TIMETABLE

Group I

	7th February	8th February	9th February	10th February	11th February	
	Wednesday	Thursday	Friday	Saturday	Sunday	
	Opening Day	Financial Accessibility Day	International Internal Meetings Day	The Future Day	Closing Day	
9:00-9:30	Arrival	Breakfast				
9:30-10:00						
10:00-10:30		United we Stand, Divided we Pay	How to Train Your Officer	More Energy, More Passion, More People	Sightseeing	
10:30-11:00						
11:00-11:30						
11:30-12:00						
12:00-12:30		Lunch				
12:30-13:00						
13:00-13:30		Standards High, Pockets Empty?	For the Plot!	(Knowledge) Sharing is Caring	Final Debrief & Closing	
13:30-14:00						
14:00-14:30						
14:30-15:00						
15:00-15:30		Coffee Break				
15:30-16:00		ELSA Math	5 Days of Autumn, 7 Days of Spring	Houston, we have a Plan!	Departure	
16:00-16:30						
16:30-17:00						
17:00-17:30						
17:30-18:00		Coffee Break				
18:00-18:30		Opening Workshop	Reporting Time	Reporting Time		Preparation Time
18:30-19:00			Daily Debrief	Daily Debrief		Gala Dinner
19:00-19:30						
19:30-20:00						
20:00-20:30	Dinner					
20:30-21:00						
21:00-21:30						
21:30-	Socials					

Group II

	7th February	8th February	9th February	10th February	11th February
	Wednesday	Thursday	Friday	Saturday	Sunday
	Opening Day	Financial Accessibility Day	International Internal Meetings Day	The Future Day	Closing Day
9:00-9:30	Arrival	Breakfast			
9:30-10:00					
10:00-10:30		ELSA Math	5 Days of Autumn, 7 Days of Spring	Houston, we have a Plan!	Sightseeing
10:30-11:00					
11:00-11:30					
11:30-12:00					
12:00-12:30					
12:30-13:00		Lunch			
13:00-13:30		United we Stand, Divided we Pay	How to Train Your Officer	More Energy, More Passion, More People	Final Debrief & Closing
13:30-14:00					
14:00-14:30					
14:30-15:00					
15:00-15:30					
15:30-16:00		Coffee Break			
16:00-16:30		Standards High, Pockets Empty?	For the Plot!	(Knowledge) Sharing is Caring	
16:30-17:00					
17:00-17:30					
17:30-18:00					
17:30-18:00					
18:00-18:30		Reporting Time	Reporting Time		
18:30-19:00	Daily Debrief			Daily Debrief	
19:00-19:30		Gala Dinner			
19:30-20:00					
20:00-20:30	Dinner			Gala Dinner	
20:30-21:00					
21:00-21:30					
21:30-	Socials				

Group III

	7th February	8th February	9th February	10th February	11th February
	Wednesday	Thursday	Friday	Saturday	Sunday
	Opening Day	Financial Accessibility Day	International Internal Meetings Day	The Future Day	Closing Day
9:00-9:30	Arrival	Breakfast			
9:30-10:00					
10:00-10:30		Standards High, Pockets Empty?	For the Plot!	(Knowledge) Sharing is Caring	Sightseeing
10:30-11:00					
11:00-11:30					
11:30-12:00					
12:00-12:30					
12:30-13:00		Lunch			
13:00-13:30		ELSA Math	5 Days of Autumn, 7 Days of Spring	Houston, we have a Plan!	Final Debrief & Closing
13:30-14:00					
14:00-14:30					
14:30-15:00					
15:00-15:30					
15:30-16:00		Coffee Break			
16:00-16:30		United we Stand, Divided we Pay	How to Train Your Officer	More Energy, More Passion, More People	
16:30-17:00					
17:00-17:30					
17:30-18:00					
17:30-18:00					
18:00-18:30		Reporting Time	Reporting Time		
18:30-19:00	Daily Debrief	Daily Debrief			
19:00-19:30					
19:30-20:00	Dinner	Gala Dinner			
20:00-20:30					
20:30-21:00					
21:00-21:30					
21:30-	Socials				

DRAFT AGENDA

Wednesday, 7th February 2024

18:00 - 20:00

OPENING WORKSHOP (JOINT)

Description

During the Opening Workshop, we will inform you about the agenda, division of the groups and discuss the procedures and rules of the meeting. You will also be presented with the perceived goals, general structure and expected outcomes of the IV International Strategy Meeting.

Outcome

The participants are familiar with the agenda and rules, as well as the goals and objectives of the meeting.

Preparation

None.

Location

Faculty of Law, Masaryk University (Veveří 70, Brno)

Thursday, 8th February 2024

Rotating Time depending on Group.

UNITED WE STAND, DIVIDED WE PAY

Description

The International Council Meeting Decision book sets up the division between Favoured Countries and Non-Favoured Countries. This division affects many things; however, during this workshop, we will prioritise the effect on participation in the ELSA events listed in the International Council Meeting Decision Book. During the past years, there were some attempts to discuss the status of Favoured and Non-Favoured Countries; however, after the discussions before and during the 84th International Council Meeting, we saw that there is significant interest from the Network to finalise these discussions and come up with a final solution. Together, we will go through the calculation based on which National Groups are divided between these two categories and discuss if it's accurate compared to the global financial situation. Furthermore, we will discuss the impact on the Organising Committees of these events, where the difference between the fees for Favoured and Non-Favoured Countries is mandatory, and on participants of these events.

Outcome

Evaluation of the effectiveness of dividing the National Groups into Favoured and Non-Favoured Countries. Creation of further steps to ensure that there will be no discrimination between the participants from Favoured and Non-Favoured countries. National Groups will be proportionally divided into these two groups with a focus on affordability to organise the event and participate in them.

Preparation

Read the [Annex 1. List of Favoured Countries](#) of the International Council Meeting Decision Book and how the fees are regulated based on the status of a National Group. If your National Group organises any event with a different price between participants from Favoured and Non-Favoured Countries, discuss with your National Group the impact on the involvement of these participants in the event.

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

STANDARDS HIGH, POCKETS EMPTY?

Description

Following the 77th International Council Meeting, the first Quality Standards for International Events were adopted, leading to an implementation of new standardisation in the hosting process of the majority of events coordinated by ELSA International. All Hosting Agreements signed with Key Area Project Organising Committees, such as ELSA Law Schools, as well as

International Internal Meetings Hosts, thus now include detailed rules and guidance for Organisers, in the form of annexed Quality Standards, outlining base lines for different elements of the event - accommodation, academic and social programme, transport, etc. This, especially in the context of International Internal Meetings, has nevertheless indirectly led to the extreme cost-inflation of events due to the inability of more affordable establishments to meet said Quality Standards. Therefore, in this session we will take a step back and evaluate our existing Quality Standards, re-examining their content and necessity and looking into ways of modifying them so they align with the new Strategical Goal 1. Accessibility.

Outcome

Evaluation of the current system of Quality Standards in a way that aligns with the sub-goal of financial inclusivity, part of the new Strategic Plan 2023-2028. Participants will be able to discuss different elements of the existing Quality Standards, proposing alternatives which would allow for further flexibility in the organisational process.

Preparation

Please take a look into the existing Quality Standards for [International Council Meetings](#) (available at the latest submitted Hosting Application on page 19) and [ELSA Law Schools](#). Think about which elements may lead to the inflation of costs in relation to these events - is there a way for the Quality Standards to be amended to allow for more affordable accommodation and venue options to be considered? Are there any additional ways to alleviate costs while maintaining the quality and logistical simplicity of the events in question?

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

ELSA MATH

Description

Almost all projects we organise in ELSA have a regulated fee by the International Council Meeting Decision Book, which each of us has to follow. For some of them, the maximum is set up directly without any calculation, and it can be changed only by proposal during the International Council Meeting. For others, there is a specific procedure for calculating a new maximum, which changes the fee at the beginning of each year. During this workshop, we will discuss if the regulations for the fees are appropriately set up, compare the direct maximum with the annual calculation, explore new options on how to make the calculation and ensure that these projects will be sustainable.

Outcome

After going through various calculations of the maximum fees, the International Board of ELSA will have a better overview of where the majority of National Groups stand regarding the maximum fees for ELSA events. Participants will have a chance to involve themselves in the changes this discussion brings. Moreover, a more concrete plan for making events more sustainable will be created.

Preparation

Read how the fees are regulated in the [International Council Meeting Decision Book](#) and discuss with your National Group if these fees are enough for you to organise these projects in your country compared to what you would be willing to pay for the participants at the events with regulated fees.

Location

Orea Congress Hotel Brno

19:00 - 20:00

DAILY DEBRIEF (JOINT)**Description**

During the Daily Debrief workshop, the International Board will deliver a summary of the discussions that took place in each of the groups during the day's Workshops. The workshop will also serve as a venue where participants can raise any potential unanswered questions regarding the topics addressed on a given day.

Outcome

Participants are brought up to speed and get a chance to reflect on the discussion of the day after consulting the members of their delegation.

Preparation

Use the Reporting Time to compare notes with the other members of your delegation and reflect on the discussion that took place in your respective Workshop Group.

Location

Orea Congress Hotel Brno

Friday, 9th February 2024

Rotating Time depending on Group.

HOW TO TRAIN YOUR OFFICER

Description

With an aim to “train and educate ELSA Officers”, the International Training Meeting (ITM) was first introduced in the 77th International Council Meeting as the “successor” of the International Presidents’ Meeting (IPM), the Supporting Area Meeting (SAM), and the Key Area Meeting (KAM). Following this change, it was further reformed during the 79th International Council Meeting with the I ITM Online organised finally during the 2021-2022 term. Following the conclusion of the III ITM Online last September, it is now important to assess the different approaches adopted by the International Boards and their impact on Participants. This evaluation aims to draw meaningful conclusions regarding the long-term structure, content, and effectiveness of the ITM, providing insights for future enhancements.

Outcome

The Network has evaluated the purpose, structure and content of the International Training Meeting and has a clear vision on the changes that need to be made in order to enhance its effectiveness.

Preparation

Think about your own experience with the International Training Meeting - what are the advantages and disadvantages of its current structure and content. In what ways could engagement from Officers across the Network be heightened. Read the Minutes of the [60th International Presidents Meeting](#) (pp. 36-51), [Minutes of the 77th International Council Meeting](#) (pp.133-143), and Minutes of the [79th International Council Meeting](#) (pp.157-160).

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

FOR THE PLOT!

Description

Since the International Strategy Meeting was established at the 77th International Council Meeting Online, three ISMs have taken place, organised by three different International Boards. The purpose of consolidating the International Area Meetings was to make the structure of our International Internal Meetings more efficient and sustainable. The International Strategy Meetings have varied in structure and content, and as is the case with any such initiative they are slowly, but surely, taking shape. The purpose of this workshop is to examine the structure and content of the ISM, and how it can best be utilised to steer the strategic planning efforts of our Association.

Outcome

Evaluation of the International Strategy Meeting with regard to its content and effectiveness. Setting the tone of future organisation so that the meeting may better deliver the intended outcome.

Preparation

Reflect on your experiences with previous International Strategy Meetings. Is the ISM effective? What should the outcome of the meeting be? Read the [Minutes of the 60th International Presidents Meeting](#) (pp. 36-51), and the [Minutes of the 77th International Council Meeting](#) (pp.133-143).

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

5 DAYS OF AUTUMN, 7 DAYS OF SPRING**Description**

With the beginning of 2019, more extensive discussions about the purpose, efficiency and structure of Internal Meetings of ELSA also began. One of these discussions focused on the evaluation of the autumn International Council Meeting and whether having the autumn International Council Meeting for seven days is beneficial and the aim of International Council Meetings. The main discussions about the efficiency of the autumn International Council Meeting took place during the 76th International Council Meeting and the 60th International Presidents' Meeting, where the majority of the Network expressed interest in having the Autumn International Council Meeting for five days instead of seven days. The reason behind the shortening of the autumn International Council Meeting was mainly about the necessity and proportionality of such meetings and making them more efficient and result oriented as the primary goal for this Meeting should be the decision-making for the association's future. The final decision on making the autumn International Council Meeting for five days was made during the 77th International Council Meeting.

Currently, we have had a chance to experience two autumn International Council Meetings, which were for five days (the 82nd and 84th International Council Meetings), as well with the connection of new Internal Meetings (International Training Meeting and International Strategy Meeting); therefore, we believe that it's time to evaluate the efficiency of this decision and make sure that it works how it was planned or even better. During this workshop, you will have a chance to express your position about the efficiency, structure, and fulfilment of the purpose behind these Meeting and which steps should be taken to ensure the stability of International Council Meetings.

Outcome

Evaluation of the autumn International Council Meeting. If anything needs to be added, setting up the plan to ensure that the outcome of the autumn International Council Meeting meets expectations.

Preparation

Read carefully the Minutes of the joint workshop (BEE, IM and FM) on International Internal Meetings from the [76th International Council Meeting](#) (pages 94 - 97), Minutes of the workshop on the Annual ELSA Cycle of Meetings from the [60th International Presidents' Meeting](#) (pages 37 - 52) and Minutes of the joint workshop (BEE and IM) on International Internal Meetings from the [77th International Council Meeting](#) (pages 133 - 143). Discuss with your National Group, preferably also with your predecessors, if you find the autumn International Council Meeting efficient and prepare points if there is anything you would like to change.

Location

Orea Congress Hotel Brno

19:00 - 20:00

DAILY DEBRIEF (JOINT)**Description**

During the Daily Debrief workshop, the International Board will deliver a summary of the discussions that took place in each of the groups during the day's Workshops. The workshop will also serve as a venue where participants can raise any potential unanswered questions regarding the topics addressed on a given day.

Outcome

Participants are brought up to speed and get a chance to reflect on the discussion of the day after consulting the members of their delegation.

Preparation

Use the Reporting Time to compare notes with the other members of your delegation and reflect on the discussion that took place in your respective Workshop Group.

Location

Orea Congress Hotel Brno

Saturday, 10th February 2024

Rotating Time depending on Group.

MORE ENERGY, MORE PASSION, MORE PEOPLE

Description

This session focused on Human Resources, will revolve around the discussions surrounding the future Human Resources Strategy of ELSA, exploring its priorities, structure, potential solutions, and a roadmap for its implementation over the upcoming years. The development of a new HR Strategy for ELSA International began in 2019 with the beginning of the implementation period of the “Retaining Talent” Goal, contained in the former [Strategic Plan of ELSA 2019-2023](#) (see page 31). As the Human Resources Cycle of our Association was revised into a new [Human Resources Model](#) containing four distinct processes, the Human Resources department of the ELSA International Team was also reformed with the view to a establishing a new Officer, dedicated to HR Strategies, thus operationalising the implementation of a concrete and effective strategy. After a careful review of the strengths, weaknesses, opportunities and threats of the HR development in our Association, it is now time to formulate concretely the targets to be pursued within the next three-year period.

Outcome

Participants will collaboratively formulate ideas for the Human Resources Strategy, encompassing prioritised goals, structural elements, proposed solutions, and a forward-looking implementation plan. This shall set the draft for the next Human Resources Strategy at the upcoming 85th International Council Meeting in Thessaloniki.

Preparation

Prior to our workshop, we encourage you to take a moment to consider what you perceive as the most significant Human Resources challenges facing ELSA International. This will serve as valuable contributions to our discussions in the workshop.

Additionally, we encourage you to take a look at our dedicated [Google Drive](#) for the IV ISM HR Strategy Development compiling:

- examples of other strategies developed within ELSA;
- examples of HR strategies from other associations and organisations; and
- an overview of the previous SWOT analyses performed during the 84th International Council Meeting and the ELSA International Team Weekend.

These materials will serve as a foundation, formed on the basis of our existing knowledge both from within our Association, as well as within our sector more broadly, as a student-led INGO.

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

(KNOWLEDGE) SHARING IS CARING

Description

Knowledge management is the systematic process of capturing, organising, storing, and sharing our collective knowledge, with the ultimate goal of enhancing efficiency and ensuring the sustainability of our Association. Despite the benefits of adopting a unified approach to Knowledge Management, many National Groups follow different procedures in this regard. In this workshop, we will share practices, seeking to establish a cohesive and standardised approach to Knowledge Management. Simultaneously, we will assess the current state of our Officers Portal, evaluating whether the existing materials adequately meet the needs of our Association. The objective is to identify any gaps and draft a plan to implement necessary changes, ensuring that our knowledge-sharing mechanisms serve our Association in the best possible way.

Outcome

The Network has a unified approach towards Knowledge Management and a clear vision of the changes that need to be made in the Officers Portal.

Preparation

Be ready to share the approach of your National Group towards Knowledge Management and the tools that help you capture, organise, store, and share knowledge in the most effective way. Go through the [Officers Portal](#) and identify potential changes to its content and structure.

Location

Orea Congress Hotel Brno

Rotating Time depending on Group.

HOUSTON, WE HAVE A PLAN!

Description

During the last term, the Network voted upon a new Strategic Plan. Now these Goals have been put into effect and an Implementation Handbook has been published, elaborating on steps the Network needs to take so they may come to fruition. We will use this opportunity to evaluate the implementation of the Goals thus far. To this end, we will discuss the Networks' views on the drafting and implementation process, particularly with respect to the Implementation Handbook. Furthermore, we will deliberate such questions as how the International Board should prioritise the Goals, and what the involvement of the Network should be in that process.

Outcome

Gain an understanding of how the drafting and implementation process should look going forward. We will emerge with the foundations of a plan on how to effectively implement the Goals and evaluate the milestones along the way.

Preparation

Read through the [Strategic Plan 2023-2028](#) (available at page six), as well as the [Strategic Goals Implementation Handbook 2023-2028](#) carefully. Reflect on the implementation of your National Strategic Plan should you have one in place.

Location

Orea Congress Hotel Brno

Sunday, 11th February 2024

13:00 - 15:00

FINAL DEBRIEF AND CLOSING WORKSHOP (JOINT)

Description

As the IV ISM draws to a close, we will wrap-p with a final daily debrief. Following that we will move on to summarise the conclusions of the workshop discussions of the IV ISM and discuss any questions that may be unanswered. Lastly, we proceed to close the meeting.

Outcome

Bringing everyone up to speed and saying goodbye.

Preparation

None.

Location

Faculty of Economics and Administration, Masaryk University (Lipová 41a, Brno)