

I INTERNATIONAL STRATEGY MEETING WORKING MATERIALS

10TH - 14TH FEBRUARY 2021



Human Rights Partner of ELSA



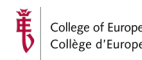
General Partners of ELSA



General Legal Partners of ELSA



General Education Partners of ELSA



elsa

The European Law Students' Association

FOREWORD

FOREWORD

Dear Network,

While starting our term of office, we knew that it would be full of challenges related to changes as had happened and still are taking place in the Association. One of them is undoubtedly the organisation of the first-ever International Strategy Meeting.

The organisation of the meeting is an activity that, contrary to appearances, requires quite a dose of precision. Arranging the agenda in a logical and accessible way, selecting the topics that enable the meeting's goal to be achieved, deciding on the form of the workshop which often determines its success. All this to create an event that makes sense from start to finish, brings some value, gives participants a chance to achieve something new and at the same time is different from the rest. This belief has been our priority over the past few weeks. We tried to create a clear foundation for the new institution at ELSA, but we took care of the maximum adaptation of the presented content to the current needs of our Officers.

This year's ISM will be a discussion about the present and the future. We believe deeply that this is the moment when you can stop for a while, sit down and think about what is and how it can and should be next. In the rush of organising projects, training and gaining knowledge, we finally get time for reflection. Everyone has the right to share their thoughts to prepare together properly for the decision-making process. We will talk about the near and distant future, prioritise needs and select resources, and although there will be no beautiful, lavish Gala Ball and fireworks, these few days in February may still join the group of events that changed the course of history.

Aware of the importance of this meeting and at the same time extremely excited about what awaits us, we invite you to the I International Strategy Meeting of ELSA!

ELSAfully yours,

The image shows eight handwritten signatures arranged in two rows of four. The first row contains signatures for Weronika, Sina, Carlos Eduardo Campos Pereira, and Nikos. The second row contains signatures for Maja, Louis, Ilke, and Francesco Bondi.

Weronika, Sina, Carlos, Nikos, Maja, Louis, Ilke and Francesco
International Board of ELSA 2020/2021

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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.

What is the difference between ISM and other internal meetings?

In recent years, we have got used to the organisation of the second International Presidents' Meeting. ISM, despite a similar term, is not its equivalent. This meeting is dedicated to all areas of the Association so the content of the agenda goes well beyond BEE Officers' interests.

This meeting cannot be treated as a Pre-ICM either. Although the discussed ideas will be partially the subject of proposals to the Council Meeting, however, this is not the only goal that we follow. We also focus on planning a multi-year perspective that will facilitate the work of next generations of Officers.

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

New Structure of Agenda

Due to the desire to ensure an effective discussion and to allow the largest possible number of participants to speak, we decided to 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.**

They 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 division into groups can be found below.

Group no. I	Group no. II
ELSA Albania	ELSA Austria
ELSA Belgium	ELSA Bulgaria
ELSA Czech Republic	ELSA Denmark
ELSA Finland	ELSA France
ELSA Georgia	ELSA Ireland
ELSA Germany	ELSA Lithuania
ELSA Greece	ELSA Norway
ELSA Italy	ELSA Portugal
ELSA the Netherlands	ELSA Slovenia
ELSA Poland	ELSA Sweden
ELSA Romania	ELSA Switzerland
ELSA Spain	ELSA Turkey
ELSA Ukraine	ELSA UK

Workshops that are divided into groups **are marked** with appropriate numbers in the agenda. You can find similar tips in the workshops' descriptions part of these Working Materials.

Online Meeting Guidelines

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

The event takes place on **Google Meet**.

General Communication Methods

All participants should join the [I 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.

In addition to the group, WhatsApp chat will be created to maintain constant communication between the participants.

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

Workshops

The respective links to join the Google Meet platform for each session will be published on the I ISM Facebook group. In case of technical issues links will be sent also via emails. Every participant is entitled to take part in the workshops but only one representative per National Group has voting rights.

Voting in the workshops

INTERNATIONAL STRATEGY MEETING GUIDE

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.

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 LXXVIII Online International Council Meeting of ELSA](#);
- Read relevant parts of the [International Council Meeting Decision Book, 53rd Edition](#);
- Bring your ELSA spirit, share your thoughts and suggestions, and leave your personal touch in the I 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 I 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 check also 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!

TIMETABLE

TIMETABLE

		10th February	11th February	12th February	13th February	14th February	
		Wednesday	Thursday	Friday	Saturday	Sunday	
MORNING SESSION	10:00	Free time	Let's talk about the projects (I)	New beginnings - Professional Development a'la ELSA (II)	AA, MCC and S&C - together or apart? (I)	Today IB, tomorrow the Network	
	10:30						
	11:00		Destination: Strong&efficient Network (I)	The value of support (II)	Always side by side - BEE&IM (I)	Strategic Goals of ELSA evaluation	
	11:30						
	12:00			Lunch	Lunch	Lunch	Coffee break
	12:30						
13:00	Opening workshop	Let's talk about the projects (II)	New beginnings - Professional Development a'la ELSA (I)	AA, MCC and S&C - together or apart? (II)	Q&A session and closing		
13:30							
AFTERNOON SESSION	14:00	Diversity & Inclusion developments	Destination: Strong&efficient Network (II)	The value of support (I)	Always side by side - BEE&IM (II)	Free time	
	14:30						
	15:00	Coffee break	Coffee break	Coffee break			
	15:30						
	16:00	Human Resources of the future	Coffee break	Coffee break	Coffee break		
	16:30						
17:00	Summary	Summary	Summary				
17:30							
18:00	Free time	Free time	Free time	Free time			
18:30							
19:00							
19:30							
20:00	Social programme	Social programme	Social programme	Social programme			
20:30							
21:00							
21:30							

DRAFT AGENDA

Wednesday, 10th February 2021

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 be also closely acquainted with the goals, structure and expected outcomes of the first International Strategy Meeting of ELSA.

Outcome

Election of Workshop Officers.

Approval of the Agenda and drafting of Workshop Rules.

Preparation

None.

15:00 – 16:00

DIVERSITY & INCLUSION DEVELOPMENTS

Description

We will present to you the latest update on this topic. You will be informed about the planned D&I survey, its content and purpose. Moreover, we will take a closer look at the future structure of Code of Conduct as well as its effects for the National Groups.

Outcome

Learning about the working progress.

Inputs for creating the ELSA's Code of Conduct.

Preparation

Please discuss with your Boards how you see the effectiveness of the Code of Conduct towards National Groups.

- How do you get it?
- What kind of sanctions do you consider appropriate?
- What about the Local Groups?

16:00 – 16:30

COFFEE BREAK

DRAFT AGENDA

16:30 – 18:30

HUMAN RESOURCES OF THE FUTURE**Description**

The rapidly changing reality also affects our Association. In order to be able to respond to the various needs of our members, we shall put emphasis on detailed analysis of the situation and planning. During this workshop, together with the HR team, we will talk about various elements of the HR strategy at ELSA.

Outcome

Inputs for the international HR strategy.

Inputs for possible changes regarding the training system.

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the IM Workshop Minutes from the 78th ICM ([pages 143-146](#)) and 10th SAM ([pages 17-20](#)). In addition, discuss in your Boards:

- strengths and weaknesses of the transition,
- ways for creating sense of community in your National Group,
- ways for communication with the Local Groups and transfer the information between the levels of the Association,
- training strategy for your Officers and members,
- division of responsibilities between ELSA International and National Groups regarding HR.

DRAFT AGENDA

Thursday, 11th February 2021

10:00 – 11:30 ([Group I](#))

14:30 – 16:00 ([Group II](#))

LET'S TALK ABOUT THE PROJECTS

Description

You cannot make changes to structures without taking into account the content of our activities. Therefore, we will analyse projects organised or supervised by the International Board in terms of optimising its activity.

Outcome

Analysis of the current situation with projects organised on the international level.
Network recommendations regarding possible changes in the projects' structure.

Preparation

Be ready to discuss the IB engagement in the AA/MCC and S&C projects, especially:

- Study Visits,
- International Legal Research Group.

11:30 – 13:00 ([Group I](#))

16:00 – 17:30 ([Group II](#))

DESTINATION: STRONG & EFFICIENT NETWORK

Description

During this workshop we're going to continue the discussion on the criteria for becoming a Member and Observer as well as the terms of the demotion and expulsion process. We will also address the pressing issue of inactive Members of the Network by presenting the IB recommendation on this topic.

Outcome

Final inputs for the respective IM proposal for the upcoming ICM.
Network's recommendation in regards to the inactive countries.

Preparation

To stay up to date with the outcomes of the discussions so far, please review [the presentation](#) with the proposed changes and read the relevant parts of the IM Workshop Minutes from the 78th ICM ([pages 135-138](#)).

13:00 – 14:30

LUNCH

DRAFT AGENDA

17:30 – 18:00

COFFEE BREAK

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.

DRAFT AGENDA

Friday, 12th February 2021

10:00 – 12:00 ([Group II](#))

14:30 – 16:30 ([Group I](#))

NEW BEGINNINGS - PROFESSIONAL DEVELOPMENT A'LA ELSA

Description

One of the most important proposals for structural changes in recent history - the introduction of the Professional Development pillar - will be the main topic of this workshop. We will talk about the restructuring of the STEP area, the subsequent change of Officers and the rebranding of the main project, STEP.

Outcome

Learning about all recommended changes in the STEP area.
Network's inputs about the ideas.

Preparation

To stay up to date with the outcomes of the discussions so far, please review [the presentation](#) about the Professional Development and read the relevant parts of the STEP and MKT Workshops Minutes from the 78th ICM ([pages 206 - 209](#) and [325-329](#)). In addition, please, discuss with your Boards:

- What should the Professional Development area consist of?
- How to develop the current STEP area to make it more sustainable?

12:00 – 13:00 ([Group II](#))

16:30 – 17:30 ([Group I](#))

THE VALUE OF SUPPORT

Description

There is no International Board that would not appreciate the support it receives on a daily basis from the ELSA International Team. Therefore, we will discuss the proposed changes to its structure which are aimed at increasing the position of its members and facilitating the work of IB.

Outcome

Network recommendations regarding the proposed changes.
Possible new ideas for extending the proposal.

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the BEE Workshop Minutes from the 78th ICM ([pages 84-88](#)). In addition, please, discuss with your Boards:

- the possibility of having fixed and regulated positions in the EIT,
- responsibilities of the Officers,
- term and procedure of appointment/election.

DRAFT AGENDA

13:00 – 14:30

LUNCH

17:30 – 18:00

COFFEE BREAK

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.

DRAFT AGENDA

Saturday, 13th February 2021

10:00 – 11:30 ([Group I](#))

14:30 – 16:00 ([Group II](#))

AA, MCC, S&C - TOGETHER OR APART?

Description

Our Key Areas responsible for educational initiatives and academic development often exchange responsibilities. Many of us may admit that we have made a mistake in categorising projects or mischaracterised a given area. With the aim of optimising IB activity and after earlier projects evaluation, we will analyse the reasons for such a division and consider possible changes.

Outcome

Evaluation of the current division of responsibilities.
Recommendations for the further development of Board reform.

Preparation

Please, discuss with your Boards:

- How do you find the current workload of AA, MCC and S&C Officers?
- Do you believe that the current structure is efficient? If not, can we improve it or more radical change is required?
- Would you consider merging some positions or dividing them even more/differently?

11:30 – 13:00 ([Group I](#))

16:00 – 17:30 ([Group II](#))

ALWAYS SIDE BY SIDE - BEE & IM

Description

There is a custom in the Association that the Presidents manage the work of the Board and are the head of Local and National Groups, and the Secretaries General deal with internal management. But what does that really mean? Is it possible to support each other even better? In our opinion, yes, so we will talk about improving this cooperation.

Outcome

Evaluation of the current division of responsibilities.
Inputs from the Network about the topic.

Preparation

To stay up to date with the outcomes of the discussions so far, please read the relevant parts of the BEE Workshop Minutes from the 78th ICM ([pages 84-88](#)). In addition, please, discuss with your Boards:

- How do you find the current responsibilities of the Secretary General?
- How do BEE and IM Officers cooperate with each other on a day to day basis?
- How do you envision a perfect President-Secretary General relation?

DRAFT AGENDA

13:00 – 14:30

LUNCH

17:30 – 18:00

COFFEE BREAK

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.

DRAFT AGENDA

Sunday, 14th February 2021

10:00 – 12:00

TODAY IB, TOMORROW THE NETWORK**Description**

As a Network, we care about the uniformity of our structures and procedures, therefore, after a few days of discussion on changes at the international level, it is necessary to discuss how to implement new solutions in National Groups.

Outcome

Draft plan for national implementation of discussed changes.

Preparation

Please, discuss with your Boards:

- How do you envision the process of adapting your national regulations?
- How do you see the timeline for implementation?

12:00 – 13:30

STRATEGIC GOALS OF ELSA EVALUATION**Description**

2021 marks the half of the Strategic Goals' implementation period. What has been done and what still awaits us? How do we find the implementation process so far? And what should be set up as the next priority? During this workshop we will try to find the answers as well as create the foundations for the SGs Half Time Evaluation.

Outcome

The general evaluation of the Strategic Goals implementation.

Preparation

Please, discuss with your Boards:

- What is your opinion of the Strategic Goals' implementation so far?
- What would you describe as the next priority?
- How would you improve the implementation process?

13:30 – 14:00

COFFEE BREAK

14:00 – 15:30

Q&A SESSION AND CLOSING**Description**

DRAFT AGENDA

We will devote the last workshop to catching up on any backlogs, clarifying any ambiguities and summarising the results of the meeting.

Outcome

Feedback about the meeting.

Preparation

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