BEE HANDBOOK

The European Law Students' Association

Board Management, External Relations & Expansion (BEE) Handbook

Under the supervision of

Filipe Machado, President of ELSA International 2018/2019 and
Daniel Vella, Director for Development and Partnership Coordination at ELSA International 2018/2019

Proofread by

Dónal Merrick and
Georgios K. Kazoullakis,
Assistants for BEE Publications at ELSA International 2018/2019

Acknowledgments

Akvile Jurkaityte

Secretary General

ELSA International 2018/2019

Anastasia Kalinina

President

ELSA International 2017/2018

Aneta Korcova

Vice President for the Student Trainee Exchange Programme

ELSA International 2017/2018

Antonia Markoviti

Vice President for Academic Activities

ELSA International 2015/2016

Barlascan Alphan

Vice President for the Student Trainee Exchange Programme

ELSA International 2018/2019

Daniel Vella

Director for Development and Partnership Coordination

ELSA International 2018/2019

Dónal Merrick

Assistant for BEE Publications

ELSA International 2018/2019

Filipe Machado

President

ELSA International 2018/2019

Georgios K. Kazoullakis

Assistant for BEE Publications

ELSA International 2018/2019

Hector Tsamis

Secretary General

ELSA International 2015/2016

Kerli Kalk

Vice President for Academic Activities

ELSA International 2017/2018

Loup Cressey

Treasurer

ELSA International 2018/2019

Mads Lorentzen

Secretary General

ELSA International 2016/2017

Matteo Alessandro

Vice President for Marketing

ELSA International 2018/2019

Nigel Micallef

Vice President for Seminars & Conferences

ELSA International 2017/2018

Philipp Gorgi

President

ELSA Austria 2017/2018

Tim Edelhoff

President

ELSA Germany 2017/2018

Table of Contents

FOREWORD 8

I. Short introduction to ELSA 9

1. Introduction 9
2. Vision 9
3. Purpose 9
4. Means 9
5. Structure 9
6. How do we achieve our philosophy statement? 10
7. What are the Flagship Projects of ELSA? 10
8. Who are the Patrons of ELSA? 10
8. Abbreviations and acronyms in ELSA 11

II. Short description of the BEE Area 16

1. Presidents' Duties: the Written Practices 16
2. Presidents' Duties: the Unwritten Rules 16

a) Board Management: 16

b) External Relations: 16

c) Expansion: 17

III. Board Management 18

1. Introduction 18
2. Leadership – The Key to Success? 18
3. Team Management – An Essential Skill? 19
4. Time Management – A Fight Against the Clock? 19
5. Stress Management – Are Emotions an Asset? 20

III) Cooperation within Boards 21

1. Internal Management - BEE & IM Cooperation 21
2. Financial Management - BEE & FM Cooperation 22
3. Marketing - BEE & MKT Cooperation 23
4. Academic Activities - BEE & VP AA Cooperation 24

4.1. Introduction 24

4.2. Main areas of assistance for the VP AA 24

4.3. Main areas of Cooperation with the VP AA 24

4.4. Main Methods of Cooperation with the VP AA 25

5. Moot Court Competitions – BEE & MCC Cooperation 26
5.1. Communication *26*
5.2. Fundraising and external relations *26*
6. Seminars and Conferences - BEE & VP S&C Cooperation 28
1. Approaching Possible Partners for S&C Events *28*
2. Human Resources *28*
3. Signatures and Responsibility *28*
4. Division of Work *29*
5. The Ability to Dream *29*
6. A Holistic View Of S&C Projects *29*
7. Student Trainee Exchange Programme - BEE & STEP Cooperation 30
IV. External Relations 31
1. General Introduction 31
2. External Relations Database 31
3. Academic Activities 32
a. Sponsors and Partners *32*
4. STEP from a Partner's Perspective 36
5. Patrons of ELSA - National & International Level 38
6.Universities and Non-Government Organisations 39
7.Cooperation with the rest of the ELSA Network 41
V. Communication in BEE 43
1. Mailing lists 43
2. Facebook Groups 44
3. Linkedin 44
4.Instagram 45
VI.BEE at Internal ELSA Meetings 46
1. BEE at the International Council Meeting (ICM) 46
2. IPM Minutes 46
3. State of the Network Report (SotN) 46
4.BEE at the International Presidents' Meeting (IPM) 47
5. BEE at the National Council Meeting (NCM) 47
VII. Knowledge Management in BEE 48
1.ELSA International shall: 48

2.National Groups shall: 48
3. Local Groups shall: 48
VIII.Transition 49
1.What is transition? 49
2.Effectiveness of transition 49
3. Components of transition 50
4. Communication 51
5. Motivation 51
6. Management 52
7.When you are new in office 53
8. Conclusion 54
IX. Expansion 55
1. The importance of forming new groups 55
2.Human Resources 55
3. First steps in creating a new group 56
X. Alumni & ELSA 59
XI. Strategic Goals and BEE 61
XII. Conclusion remark 62

FOREWORD

Dear BEE officers,

You are reading the BEE Handbook, a tool to learn the basics of being an officer responsible for Board Management, External Relations and Expansion in ELSA.

This Handbook is the result of a magnificent collaboration between former and current ELSA officers from different areas and generations. I would like to thank all of them from the bottom of my heart for their hard work on it, which resulted in such a clear and informative document, a must-have for every BEE 'newbie'.

I started with the BEE area in 2014 – an area that I have not left for five years.

Let me reassure you immediately, the BEE area offers a wide number of opportunities to challenge your management, social, networking and fundraising skills, but also to represent and speak for and on behalf of our Association.

Therefore, if defining the mission and strategy of the Association and communicating it to externals (partners, media figures and other individuals) and members alike does not scare you, if becoming the face and the voice of your Association does not make you want to faint, if you understand that henceforth at every moment you represent the Association and protect it and if you feel able to highlight the positive aspects of the Association – not just what it is today but what it could become – in order to convince new partners to donate time, expertise and money to ensure its development; if none of these things scare you, congratulations! You are already a BEE officer!

I wish you great success with your BEE adventure and remember: if you want to go fast, walk alone, but if you want to go far, let's walk together.

Warm Regards,

Filipe Machado

President of ELSA International 2018/2019

I. Short introduction to ELSA

1. Introduction

ELSA is the world's largest independent law students' association. ELSA is an international, independent, non-political, non-profit-making organisation run since 1981 by and for students. The Association was founded in Vienna, Austria, on May 4th, 1981. During the times of the Iron Curtain, five students coming from Austria, Hungary, Poland and West Germany saw the need to promote international cooperation and mutual understanding among law students on both sides of the European East-West divide. It is comprised of students and recent graduates who are interested in academic and personal excellence. ELSA offers law students a perfect platform to develop their existing skills, acquire new skills and meet fellow students and legal professionals within Europe.

2. Vision

A just world in which there is respect for human dignity and cultural diversity.

3. Purpose

To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers.

4. Means

To provide opportunities for law students and young lawyers to learn about other cultures and legal systems in a spirit of critical dialogue and scientific co-operation.

To assist law students and young lawyers to be internationally minded and professionally skilled. To encourage law students and young lawyers to act for the good of society.

5. Structure

- **One** International Board,
- **One** International Council composed of **44** ELSA members:

Albania · Armenia · Austria · Azerbaijan · Belarus · Belgium · Bosnia and Herzegovina · Bulgaria · Croatia · Cyprus · Czech Republic · Denmark · Estonia · Finland · France · Georgia · Germany · Greece · Hungary · Iceland · Ireland · Italy · Latvia · Lithuania · Luxembourg · Malta · Montenegro · the Netherlands · Norway · Poland · Portugal · North Macedonia · Republic of Moldova · Romania · Russia · Serbia · Slovak Republic · Slovenia · Spain · Sweden · Switzerland · Turkey · Ukraine · United Kingdom.

6. How do we achieve our philosophy statement?

- Board Management, External Relations & Expansion (**BEE**)
- Internal Management (**IM**)
- Financial Management (**FM**)
- Marketing (**MKT**)
- Academic Activities (**AA**)
- ELSA Moot Court Competition (**EMCC**)
- Seminars and Conferences (**S&C**)
- Student Trainee Exchange Programme (**STEP**)

7. What are the Flagship Projects of ELSA?

- European Human Rights Moot Court Competition (**EHRMCC**)
- John H.Jackson Moot Court Competition (**JHJMCC**)
- ELSA Legal Research Groups (**LRG**)
- ELSA Summer/Winter Law Schools (**SELS,WELS**)
- **ELSA Delegations**
- Student Trainee Exchange Programme (**STEP**)

8. Who are the Patrons of ELSA?

- **Mr.Thorbjørn Jagland**

  "The past immediate Secretary General of the Council of Europe"

- **Mr. Roberto Azevêdo**

  "The 6th Director General of the World Trade Organisation"

8. Abbreviations and acronyms in ELSA

AA	Academic Activities
AA PEF	AA Project Evaluation Form
AA PSF	AA Project Specification Form
ADV	Advertising
ALSA	Asian Law Students' Association
BC	Business Card
BEE	Board Management, External Relations & Expansion
CI	Corporate Identity
CIC	Client Interviewing Competition
DB	Decision Book
EC	Essay Competition
EDF	ELSA Development Foundation
EEF	Event Evaluation Form
EHRMCC	European Human Rights Moot Court Competition
EHTW	ELSA House Training Week
EI	ELSA International
ELS	ELSA Lawyers Society

ELSA	European Law Students' Association
ENC	ELSA Negotiation Competition
EO	ELSA Online
ERD	External Relations Database
ERS	External Relations Strategy
ESF	Event Specification Form
FM	Financial Management
GDT	Graphic Design Team
HOC	Head of Organising Committee
HoD	Head of Delegation
HR	Human Rights
HRS	Human Resources Strategy
IB	International Board
ICM	International Council Meeting
IFP	International Focus Programme
ILSA	International Law Students' Association
IM	Internal Management
IPM	International Presidents' Meeting

IT	Information Technology
ITP	International Trainers' Pool
IT	Information Technology
ITP	International Trainers' Pool
JHJMCC	John H. Jackson Moot Court Competition
KAM	Key Area Meeting
L@W	Lawyers at Work events
LB	Local Board
LG	Local Group
LR	Law Review
LRG	Legal Research Group
MCC	Moot Court Competition
MKT	Marketing
MR	Market Research
NB	National Board
NCM	National Council Meeting
NG	National Group
OC	Organising Committee

OYOP	One Year Operation Plan
PR	Public Relations
PTQ	Pre-Training Questionnaire
SAF	Student Application Form
SAM	Supporting Area Meeting
SAP	Studies Abroad Projects
SecGen	Secretary General
SELS	Summer ELSA Law School
SG	Strategy Goals
SMART	Specific Measurable, Achievable, Realistic, Timely Goals
SotN	State of the Network
SSO	Statutes and Standing Orders
STEP	Students' Trainee Exchange Programme
SV	Study Visit
S&C	Seminars & Conferences
SWOT	Strengths, Weakness, Opportunities, Threats
TA	Traineeship Agreement
TEF	Trainee Evaluation Form

TN	Traineeship
TPI	Traineeship Provider's Interface
TSF	Traineeship Specification Form
VP	Vice Presidents
WELS	Winter ELSA Law School
WM	Working Materials
WS	Workshop

II. Short description of the BEE Area

According to Article 2 of the Board Management Area of the DB of ELSA; The President is in charge of the overall coordination of the ELSA work, execution of expansion, planning and direction of the work, and communication of the Board'. The President is also the main contact person between ELSA and externals, by representing ELSA at official events and meetings, being responsible for maintaining contact and the flow of information to other students' associations and other organisations (NGOs and international institutions). The President takes care of the business development strategy of the association, including managing ELSA's fundraising efforts through commercial and strategic partnerships. The President shall also have the overview of all contacts to sponsors and supporters of ELSA International.

1. Presidents' Duties: the Written Practices

The president is in charge of:

- The representation of the Association towards Externals;
- The day to day management of the Association;
- The overall co-ordination (execution, expansion, planning and direction) of ELSA's work.

2. Presidents' Duties: the Unwritten Rules

a) Board Management:

- Have a clear understanding of all areas and projects of ELSA;
- Think one step ahead;
- Team management;
- Be an example and public figure;
- Maintain a system of checks and balances.
- Draft, review and implement the OYOP of ELSA

b) External Relations:

- Draft, review and implement the External Strategy of ELSA;
- Draft, review and implement the Strategy Planning of ELSA;
- Manage the external part of the ELSA website;

- Maintain contact and flow of information with sister associations;
- Maintain contact and flow of information with other students' associations;
- Maintain contact and flow of information with other organisations (NGOs and Bar Associations).

c) Expansion:

- Have an overview of ELSA's activities within the various institutions;
- Have a good overview of the country's situation, and assess where expansion is feasible;
- Maintain open communication and lines of communications with other students associations/NGOs/Institutions.

III. Board Management

1. Introduction

Board Management can be defined as actions or structures that solve real problems and frustrations, improve team performance directly or indirectly and adapt to the objectives and sensitivities of each team member.

As you will realise very soon, Board Management does not really translate into actions, but more into small gestures on a daily basis, with special attention for each member, each person around us.

As a President you are responsible for the effectiveness of the Board and its operation in all its aspects. You should ensure that the Board take part in Board discussions and ensure that sufficient time is given to the exchange of ideas before a decision is made. You guarantee that the Board defines and respects the interest of the Association, its vision and its strategy through quality communication within the Board and you also make sure that they are informed properly, clearly and on time.

Last but not least, you are responsible for creating a climate of trust within the Board, which is conducive to frank debate, constructive criticism and solutions.

In order to properly fulfil this difficult task, BEE officers must have a leader's soul, with a handful of management skills and a hint of courage.

2. Leadership – The Key to Success?

Let's start with the most important point of this chapter. Contrary to popular belief, we are not born as leaders, we become a leader. So, if you are willing to become a leader, congratulations! You are on a good path – but remember, before leading the others you must lead yourself and strong knowledge of your strengths and weaknesses will help you to become the leader you always dream of being.

We could develop and describe the different styles of leadership in this BEE Handbook, but this exercise will bring us to only one conclusion: there are as many ways of being a leader as there are of being an individual.

This leads us to say that leadership is not about quality but about the ability to understand and listen to the needs, fears and wishes of the team, to identify what needs to be done in the short and long term in order to achieve the common goals to realise the resources available and to convince the right people to execute their tasks while ensuring that no one is left behind in the process.

3. Team Management – An Essential Skill?

Team management is the process of creating a group initially composed of strong individuals having their own goals and objectives in a unique team which prioritises the group's interests before individual interests and aligns these with the strategy of the Association.

Working as a team can be an incredible experience when each individual puts their skills to the service of a cause common to the team. However, if everyone works on their own goals, this period can be catastrophic for the individuals involved as well as for the Association.

Your role in defining from the beginning the main objectives of the year and what needs to be achieved by clarifying the mission and turning it into goals will be crucial. During this process, many variables need to be taken into consideration, such as resources and support available, boundaries, what can or can't be done to achieve the goals and the steps that will be taken on a day-to-day basis to achieve the objectives.

4. Time Management – A Fight Against the Clock?

Time management is the process of organising your priorities, not your time. Time cannot be extended, it can only be used better.

We all have once had this impression that no matter how much we do, we never seem to do enough. Many things can explain this feeling, such as uncertainty about the goals to be achieved, lack of prioritisation, lack of planning, lack of delegation… but the question is how to solve it?

The secret is the following:

To keep control and achieve our objectives, a strong fight against the culture of urgency needs to be made. Indeed, the most urgent task is not always the most important and time needs to be taken to produce realistic goals and timeframes. In a moment of crisis, when your team feels overwhelmed and when the chaos of daily activities distracts you or your team from what is important for your Association to succeed, your role in reminding them of the 'Big Picture' (i.e. 'What are we ultimately trying to achieve in the end?') will be crucial. In order to succeed, evaluating and reviewing your work is crucial to create the ideal atmosphere for prioritisation, planning and delegation.

5. Stress Management – Are Emotions an Asset?

Stress can compromise the capacity of the team to perform well, but is it necessarily an enemy?

Stress must not be avoided but understood as part of the process of achieving your goals. Stress is a natural physical response to a situation which may seem difficult or impossible.

During stressful moments, your role will be crucial in first identifying where the feeling of stress is coming from and what needs to be done in order to solve the problem or help a team member. The solution does not consist of doing the work of another, but mainly about revising the strategy together, reorganising the timeframe and the goals in order to identify what has become, for the stressed person, a path without light.

III) Cooperation within Boards

1. Internal Management - BEE & IM Cooperation

The relationship between a President and a Secretary General can make or break a Board. It is vital because of the nature and the scope of responsibilities both positions undertake. Their mandates include areas which may be vaguely defined, such as Board Management, Information, Communication etc., and may incorporate diverse elements which are adjusted to the specific conditions of each Board and its term in office. Before further elaboration, it is worth mentioning that the Secretary General is neither the secretary of the Board nor the assistant of the President. The position of Secretary General in ELSA couples the portfolios of a Vice President and a Secretary General, meaning the combination of both representative and substituting roles as well as operational and administrative functions. On the basis of that, the focus should be drawn on two fundamental points regarding the cooperation between the President and the Secretary General, which encompasses a great extent of their responsibilities – including those seemingly overlapping – and may have a productive or detrimental impact on their work and that of the rest of the Board members.

First of all, it is indispensable that the President and the Secretary General provide each other with regular updates on their work and plans. Such an information exchange eliminates any inconvenience or delay that may arise in an (un)expected scenario of one of the two being unable to perform in the short or long term. Board Management and Administration are the core functions of any Board on any level (international, national, local) and constitute the minimum threshold of an ELSA Group running. Therefore, the periodic exchange of progress notifications are the cornerstone of their collaboration and a backup for the orderly functioning of an ELSA Group. Besides, updates enhance information flow, which indirectly contributes to better knowledge sharing and, subsequently, management.

The second point refers to Board Management. The President is responsible for managing the Board members on an individual and collective basis, providing advice and guidelines based on the Group's strategic plan and desired public profile, offering assistance and information when needed, and making sure that everyone performs, meets their deadlines and completes their tasks. In this quite extended responsibility of the President, the Human Resources and Training background of the Secretary General are to be proved of invaluable help. Their cooperation on Board Management issues should aim at the forging of team spirit and the fostering of a friendly and collaborative environment among colleagues which encourages comfort, trust and confidence. Besides, training sessions on skills the Board lacks will be key factors of a Board's improvement and, ultimately, success.

On a closing note, it is imperative that the President and the Secretary General do not distinguish themselves from the rest of the team and that – even if they may not be close friends – they realise the significance of them cooperating efficiently on a professional level throughout their term in office, observing each other's moods and attitudes and offering mutual support in times of anxiety, distress or other difficult situations.

2. Financial Management - BEE & FM Cooperation

FM is a nebulous area and only a few gifted individuals might understand its true nature. As a President, it might be extremely confusing to see your Treasurer running around screaming about missing receipts during the audit. The relationship between BEE and FM may vary depending on the country, but in reality, it is a more distant area than one may think. Presidents should bring the money, Treasurers should handle it.

The first thing a President should do with his Treasurer is probably to clarify the financial decision-making process both legally and according to the association statutes. Once everything is clear, they should present it to the board. Who has the right to commit the association financially? Who should sign the contracts? What is the place of the Board and of the Council in these functions? What role do budgets play and how should they be approved? Finally, what is and is not an acceptable financial document? Only once everything is clarified, can you move forward and start incurring expenses safely.

The issue on which Presidents and Treasurers cooperate the most is partnerships. Authority to sign partnership agreements varies from country to country and may or may not be shared. They both need to make sure every document is signed by the right person or people. It's extremely important that the President and Treasurer check the legality and the content of each agreement, as they are jointly responsible in most cases. Only once the document is signed by the relevant person(s) should the Treasurer proceed with creating invoices.

One of the struggles Treasurers may have is with the rest of the Board. Having to be the 'bad' person who has to say no and crush the hopes and dreams of the other 'boardies' is not always an easy task, hence the necessity for the President to support the Treasurer in that regard. They must have the best interest of the Association at heart, nothing else.

Tensions can also be caused when documents are missing and therefore reimbursements are made impossible, therefore it's the role of the President to clarify, understand and explain the situation to the unhappy individuals.

Despite the fact that the President and the Treasurer don't work together directly, a good President will make the life of the Treasurer easier, and vice versa.

3. Marketing - BEE & MKT Cooperation

The jobs of the President and the Marketeer often intertwine in most Boards' terms. Both officers are entrusted with dealing with the externals of the Association. The President is entrusted with 'external relations', whilst the Marketeer is entrusted with 'public relations'. Further, due to the nature of relations with partners, both the President and the Marketeer must be deeply involved. This is as a result of the fact that the majority of benefits which partners enjoy from the Association are exposure benefits, which are enjoyed through marketing.

Thus, it is natural to assume that the job of the President and that of the Marketeer are often co-dependent. The President must support the Marketeer, just as much as the Marketeer should support the President. The President should aim to facilitate communication between the Marketeer and any externals, be it partners or target groups. Further, the Marketeer should endeavour to work with the President in order to ensure that the fundraising tools with regards to Marketing are as efficient and profitable as possible. Therefore, the President must ensure that the Marketeer is in the loop with regards to the fundraising process, especially if advertising is being sold to externals.

There is a general need for management and facilitation. The Marketeer works continuously with every single area and may therefore often be overburdened. A President should aim at easing internal communication as much as possible. This ensures a smooth workflow for the Marketeer, which in turn ensures stable and sustainable marketing for the Association. The President should also ensure that the Marketeer has a good working knowledge of all partner contracts and benefits, as well as any implications which may arise from breaches. Further, the President and the Marketeer should work together in order to implement a stable strategy for the handling and expansion of externals.

4. Academic Activities - BEE & VP AA Cooperation

4.1. Introduction

Naturally the requirements of the cooperation between a board member and their President are heavily reliant on the interpersonal relations and the project undertaken. Furthermore, differences can arise from the nature of the board (e.g. national or local group) and the socio-economic background of the country the group is in. Nevertheless, some generalisations to take into consideration in regards to the cooperation between the VP AA and the President can be made.

4.2. Main areas of assistance for the VP AA

The following considerations should be used to determine what type of help the VP AA needs the most from the President:

- Helping find partners for the projects
- Motivating fellow members and students in participating in the projects – occasionally some of the AA projects can seem unattractive to students, even if they are incredibly useful for them. Promoting the project successfully is a group effort that the whole board must engage in and for which the initiative at the very least has to come from the President.
- Assisting in choosing the projects on which to focus – AA is a very broad area, meaning it can be difficult to decide on which type of projects to focus. Offer your expertise in the interests of your members and partners, while also taking into consideration what appeals to your VP AA.
- General support between a President and a fellow board member – have at minimum a broad understanding of the ELSA-related and personal issues your VP AA is dealing with.

4.3. Main areas of Cooperation with the VP AA

The main support the President should provide to their VP AA is assistance in academic and financial partnerships. In most cases the President is the most knowledgeable of the interests of the established partners and has an overview of potential partners interested in cooperating with ELSA. Furthermore, if the VP AA is the one contacting established or potential partners, as a President, one should be well aware of it.

More specifically the President can help the VP AA in the following:

- Assisting in finding and maintaining academic partners for the AA projects undertaken:
  - Assistance in content – information on what interests partners as well as finding partners who are willing and able to help with content creation and quality control, etc.
  - Assistance in communication with the partner – what timelines are feasible for the project, how and what does the partner expect to receive throughout and as a result of the cooperation, helping with communication errors if they arise (e.g. partner being unresponsive), etc;
- Finding sponsors, grants and other forms of financial support if needed.

Here it is necessary to stress that the support needs to be in the form of cooperation, meaning both sides should contribute in discussing the needs of the project and of ELSA. Preferably, these discussions should take place at the very early stages of the project planning.

4.4. Main Methods of Cooperation with the VP AA

A VP AA is not by nature any different from other board members in regard to cooperation. Therefore, general team management principles will lead you best in choosing your methods. Nevertheless, I will point out a few general points:

- Learning the ins and outs of the projects undertaken;
- Keeping up to date with how the projects are developing;
- Updating the VP AA about the interests of partners for ongoing or future projects.

These points are best achieved by regular face-to-face check-ins. However, please keep in mind that it is still the VP AA who runs the projects and the nature of check-ins should accordingly reflect that (i.e. do not be an overbearing micromanager to your VP).

5. Moot Court Competitions – BEE & MCC Cooperation

5.1. Communication

A moot court competition is a multidimensional project, the preparations for which could ideally involve all the members of an ELSA board; for example, the Treasurer handles the financial resources, the VP AA can assist with providing contacts of academics who will review the written submissions, the VP S&C can help by proposing facilities for the oral rounds, the VP STEP can recommend an employer who would offer an internship as a prize to the winning team and the VP for Marketing should brand the project at its best. And then we have the President. It is always debated whether the ELSA board members should act as 'Presidents' of their own areas with full control of their responsibilities or whether the President should have a role of confirmation in these. It is not black and white. The fact that ELSA members run for a specific position and receive an area transition definitely makes them experts on the area. However, in a case of dispute or even mild disagreement, the considerations should be as follows: to what extent does the proposed action affect someone else (i.e. another board member, the network, externals, etc.) positively or negatively? If there are potential effects on others, prior information is more than necessary to avoid any kind of future misunderstandings or accusations of not being informed. The President should be the one to remind the whole board of this principle. If there is disagreement over an initiative regarding the MCC and the whole board apart from the VP MCC is for or against it, the answer should not always be voting by majority or a definite course of conduct by the expert. The key to success is firstly a very detailed argumentation and a prediction of each consequence and then seeking the opinions of two or three former experts who might have been through similar situations. In this way, dealing with the problem becomes more objective and will not result in a personal decision potentially affected by other factors. The most important realisation is that a successful board exists for a year, but a successful project should exist every year and therefore the contribution of the past performers is very important.

5.2. Fundraising and external relations

Fundraising tends to be divided for the sake of organisation between general and project fundraising, although the source is the same. Therefore, MCCs – which are projects with continuity and duration involving many participants and professionals – require a saving of resources for future contingencies or for expansion. The allocated money shall be later used solely for the project concerned. However, this does not mean that all of the proceeds of the fundraising run by the VP MCC should be allocated only to the MCC itself, if the board is in need of them. But at the same time, fundraising for MCCs should not be seen as an exclusive task of the VP MCC. What is a healthy 'intervention' by the President to the process? Let's look at some examples. The President should be involved only after having received a good training on the substance of the project and technical details and each time after having received all the necessary updates. It is problematic to negotiate with a partner who has recently dropped out. That is why the President should also follow the same principle as above: informing themselves before proceeding. Then, when the communication is healthy and the parts understand that the projects and fundraising are not board members' property but part of a common goal, the specific management of the tasks follows. The President should make sure that the MCC is represented at its best at every occasion and that every opportunity is seized. This means that the President should encourage the VP MKT to pursue every single aspect of advertising for the project or the VPAA to encourage former participants of an LRG to participate in an upcoming MCC with the same topic. The motto for the President should be 'seizing every opportunity to show off our product'. Attending receptions and conferences is a good way to sell the MCC to new partners. And this is again where substantial knowledge of the MCC is needed. More specifically, when it comes to the collision between the two types of fundraising, the VP MCC is responsible for getting project partners. Based on their contributions, project partners should get most of the advertising highlights, which is fair. However, this should not block the President from seeking a general partner with benefits that can be seen at the MCC. A special sign that partner X is a general partner of ELSA and has contributed generally to the Association should not be perceived as a threat to the project partners. As there is a platinum category or gold or technical supporters, likewise a category for ELSA General Partners can exist, regardless of the amount of money that was contributed. The aforementioned are some examples and details, but the conclusion should be that ELSA needs flexibility. Officers have nothing to lose when they knock at many doors. Aim for a lot, to receive what you need most.

6. Seminars and Conferences - BEE & VP S&C Cooperation

A Vice President for Seminars and Conferences ('VP S&C') in ELSA is deemed to be a project manager/coordinator. As a project manager, such an officer is responsible for a broad range of projects varying from local seminars and conferences to international projects such as Institutional Visits, Study Visits, ELSA Delegations, ELSA Law Schools and International ELSA Conferences. With all of this in mind, the area of Seminars and Conferences ('S&C') is a limitless area. It is an area which allows the respective VP S&C officer to dream and create new projects, dynamic projects and large scale projects.

Accordingly, such projects require the support of the respective ELSA National Group ('NG') or Local Group ('LG') as a team. However, the support of a President of such an NG or LG is particularly important. An un-exhaustive list of matters in which the President should be involved are the following:

1. Approaching Possible Partners for S&C Events

It is of vital importance that both officers work hand in hand in this regard, especially when providing sponsorship packages for such events. It is important for the President to be aware of such engagements due to possible conflict of interest issues. Furthermore, due to the holistic view that the President has of the LG or NG, such a person would be able to offer better packages to possible partners by linking other ELSA Projects, which would be beneficial for both the partner and ELSA;

2. Human Resources

The majority of S&C events require an Organising Committee ('OC') and a group of helpers. From time to time, gathering individuals that are trustworthy and that are dedicated to the project can be a challenge. The assistance that a President can offer here is two-fold. Firstly, the President can offer hands-on assistance to the organisers of the S&C event. Such assistance can be both by means of physical support and mental support. Secondly, the President can offer assistance when trying to engage individuals to form part of such OCs;

3. Signatures and Responsibility

This depends on the jurisdiction in which the NG or LG is. Generally, with projects which involve a considerable amount of financial responsibility, a signature of the President is required in agreements as the person who is legally responsible for the respective group. It is important that both the VP S&C and the President of the NG or LG discuss the content of such agreements so as to be aware of possible liabilities and indemnities that the organisers can be subject to;

4. Division of Work

One of the tasks of a President is to prioritise the tasks of the officers within the respective ELSA group and to ensure that the latter reach their goals. The VP S&C will have a number of OC members involved in their area and accordingly should consult with the President to ensure that each project is given the necessary attention and that work is delegated appropriately;

5. The Ability to Dream

It is true that S&C officers have a tendency to create new projects which therefore include new challenges for the respective group. It is instrumental that the President is there to ensure that such projects become a reality. However, the President should also aim to instil new ideas and projects that the S&C officer can embark upon;

6. A Holistic View Of S&C Projects

ELSA has a number of flagship projects, such as ELSA Day and the International Focus Programme, which tend to fall within the realm of the S&C officer but which do not exclusively concern S&C. In these instances, it is crucial that the President ensures that the project is reaching its potential outside of the S&C area. Such a project is not simply an S&C project but is a collective effort.

S&C is the area which reaches the largest numbers of participants in ELSA. However, the challenge is not that of reaching large quantities of individuals but of maintaining such a reach. To maintain a significant number of participants it is vital that high standards are established and consistently met. Quality standards are what make our projects ones that attract so many individuals. We constantly aim to give our participants the best experience ever. However, we also need to keep in mind that whatever one organiser does, it will affect the rest of the organisers. In conclusion, this is why both the BEE and S&C officers need to work hand-in-hand in attaining such goals and maintaining such standards.

7. Student Trainee Exchange Programme - BEE & STEP Cooperation

As the President, you need to know at least the main information about STEP. You can start with reading the STEP Tutorial, a very useful tool provided by ELSA International.

The cooperation between the STEP and BEE areas is one of high importance, especially when it comes to the Job Hunting part of the STEP Cycle. As experienced STEPers and ultimately also Presidents should know, Job Hunting is defined as the period when ELSA International and the National and Local Groups obtain the traineeships and it happens throughout the whole year.[1] So, what are the concrete ways in which you can help your VP STEP?

Firstly, at the beginning of (or even better, before) the start of your term, come up with a negotiation strategy together with your VP STEP. As each group is different, the advantages which you can offer to the potential traineeship provider are likely to be different from the ones offered by other groups. At the same time, you should share your databases of current and potential partners with your VP STEP and the VP STEP should share the database of current and potential traineeship providers with you. Then you should discuss who will contact whom, as contact of one subject by two people from the same organisation may seem rather unprofessional.

The next step is the attendance at the actual meetings. It always looks better when there is more than one person at meetings with potential traineeship providers. At the same time, try to include your VP STEP in as many partner meetings as possible. Just make sure to clarify which one of you will convey what information and in which part of the meeting. You do not want to repeat the same information or speak at the same time. Obviously, your VP STEP cannot be present at all your meetings. In these cases, it is up to you to introduce STEP opportunities.

As well as this, you can also help during other parts of the STEP Cycle, for example during Reception, when you can assist with preparations for hosting, as well as the actual hosting of the trainee, including taking part in the meetings with the trainee. Last but not least, always support your VP STEP, know about the important deadlines and provide help with specific tasks whenever needed.

[1]Section 1.3 a) of the STEP Procedure Part of the Decision Book

IV. External Relations

1. General Introduction

External Relations is one of the fundamental pillars of the duties bestowed upon every BEE officer in ELSA. It includes the ability of our Association to be able to expand its outreach and its visibility. To date, External Relations has also served as ELSA's most important means of funding. Throughout the years, ELSA's partners have invested large chunks of funds in the Association and it is safe to assume that the development of our Association would not have been as steady and as stable if the aforementioned financial contributions had not been provided.

The role of a BEE officer vis-à-vis External Relations may be split in two. The first part is the administrative aspect of External Relations. This includes the use of External Relations Databases as well as the commitment to maintain positive relations with current partners. The second facet to the role of a BEE officer in this area is the ability to identify and distinguish between different types of externals. Through this undertaking, a BEE officer will be able to understand that different types of externals have different needs. This classification will be beneficial for both the BEE officer and the externals as it will ensure better understanding in knowing what both parties need.

This section shall delve into a number of different scenarios which might occur with a number of different types of externals. It will include instances whereby BEE officers will have to approach a new contact and this section will also delve into how BEE officers and their successors are to maintain that contact over a long-term period. A specific section about STEP partners has also been included in this part of the handbook.

2. External Relations Database

There are a number of reasons why it is essential for a BEE officer to be in possession of a full list of the Association's external contacts. The first advantage to this is that it will be easier for the BEE officer to have a one-stop shop of all options regarding current contacts. In ELSA, this undertaking is of enormous value, mostly due to the high yearly turnover of the Association's human resources. This means that if, for example, a BEE officer has unsuccessfully approached a particular external a couple of years back and the incumbent BEE officer comes up with the same idea of approaching this individual, the incumbent officer will have the opportunity to look up the external in the Association's internal database to find the current status of the Association's relationship with that external, which in this case would be unsuccessful. Adding to this, a predecessor may also make comments which will be available on the internal database which would explain why and how a communication with any external might have succeeded or failed. In the long run, an External Relations Database is a perfect solution for internal storage of information. Even if transition from one BEE officer to another is defective, the incoming officer will still be in possession of a comprehensive list of externals from previous years.

A BEE officer may embark on creating an External Relations Database without incurring any financial costs. Should budgets not permit for the creation of an IT system, the creation of an external relations database in itself may even take shape in the most basic forms of databases, such as through the use of online spreadsheets. However, should budgets permit, a BEE officer, with special reference to national and international officers, should look into investing in an IT system whereby the system will be consistently updated. Finally, it is of paramount importance that the database is in line with and abides with the European Union General Data Protection Regulation (GDPR) which came into effect in 2018.

External Relations Databases were discussed at length during LVIII IPM Tallinn (see page 46-49 of the Minutes) and it's recommended that you take a look at what officers had to share regarding this topic.

3. Academic Activities

a. Sponsors and Partners

One of the biggest issues ELSA groups often face when trying to get new Partners is the lack of evaluation within our Network. Why is that a problem when you want to get a new partner? Because the numbers are the strongest argument when you negotiate with a potential sponsor and you want to close a deal.

That aside, before trying to reach out for a new partner you should:

- **Be clear about the nature of cooperation**.

Are you looking for financial support, speakers, knowledge exchange, etc.? Should it be a long-term cooperation or only for a single event? If the partnership is financial in nature, what is your planned partner structure? Are all partners paying the same or do you have special packages? (e.g. silver, gold, platinum, etc.)

- **Research into the potential partner and get the contact details of the person in charge of partnerships and sponsorship**

What can you offer in exchange? Is it visibility throughout you law faculties? Is the company you are contacting looking for legal professionals? Or do you think the company would support you for charitable purposes? Ideally you already know someone in that company. If this is not the case, try to figure out who the contact person for such cooperation is and try to get their contact details (email address). If you can't find it on their website, try to call the company to get the contact details. If you get the possibility to arrange a meeting right away on the call, take that opportunity as your chances are higher to secure a partnership when you talk with the person responsible face to face. If not, try to avoid sending the email to the general office email address of the company without a specific recipient – you should show that you are interested in partnering with that particular company; otherwise it will look like you have just sent the same message to several companies.

- **Prepare a portfolio about your network –**

When you address a potential partner, you should have a portfolio about your national/local network. That's the part where the evaluation comes in. Build the portfolio based on what you want to offer the potential partner in exchange. If it's a law firm, it obviously could be human resources. You could give them better visibility among the law students at your university and among your alumni. Does the law firm have international employees? Point out the international network. If the purpose might be charity, point out the way you are supporting students to put theory into practice and the international exchange.

A potential partner wants to know what they get in exchange for their money. 'A lot of events' is not enough, you should have concrete numbers. As well as having the numbers of active and passive members you should also evaluate the number and kinds of events your network is doing and the number of participants. In addition to this, it's very important to evaluate your marketing channels. Put in that portfolio the number of Facebook/Instagram/LinkedIn etc. followers. It's recommendable to use a website analysis tool in order to have the numbers of website visitors. If you are trying to get a general partner, you'll most likely offer to put their logo on your website, so you should be able to provide them with the number of website visitors – this will also make your network look more professional. Is your network publishing anything (e.g. a law review)? Add the number of copies printed and the places where you distribute them (e.g. university library), as you can offer to add their logo to your publications (Partner page). Try to structure your portfolio well; you could start with a presentation about your network (about ELSA in general and then your network's numbers) and put the offer at the end. Try to also make it visually appealing and don't make it too long. It should only contain important information. When you are sending it to the potential partner, ask for a meeting to talk about the details of the proposed cooperation. When the potential partner is willing to meet you then you are already a big step ahead.

- **At the meeting –**

Take a printed version of the portfolio to the meeting. Make a plan and prepare yourself for the meeting. It's not a job interview – don't sit there and wait for your counterpart to ask you questions. Be proactive and present confidently. You contacted the company because you want something from them – not the other way around. Be structured and don't jump from one topic to another. Start by telling them something about the association and its history, make them curious. Who are we? What are we doing? Why are we doing that? After that, present your offer.

- **Maintaining contact and a solid relationship with sponsors –**

Once you close the deal with a (potential long-term) sponsor, it is very important to make sure that the relationship is going to last and to regularly check whether you are meeting the sponsor's expectations. It's recommendable to do an evaluation/transition meeting at least once before the end of your term. Take your successor so he/she gets to know the contact person personally. Evaluate your year. Ask them what they were satisfied with and what you could improve. Share your success stories with them and tell them the plan for the upcoming year. If they are not happy with your cooperation, ask them to elaborate on the reasons and then offer them solutions (e.g. a new event format in cooperation with sponsor).

Obviously, one of the most important points is that you are a reliable and responsible partner. Make sure to follow the terms and condition of the contract from the beginning. For example, if you agreed to promote an event of the sponsor in exchange for their financial contribution, do not publish an altered or self-created event description for their event before getting in touch with the contact person and getting their approval (and request their original high-resolution logo if needed). All publications directly connected to a sponsor should be approved before being published. This doesn't mean that you should wait until the last minute (or even longer); make sure that you follow agreed timelines, never wait until you receive a reminder. You should be proactive and come up with ideas, but make sure to communicate them before publishing. As well as this, If you have agreed to distribute the marketing materials of the sponsors at your events, make sure that you really do that every time, even if it sometimes might be exhausting to go to every sponsor and get their materials.

When communicating with a contact person, never let him/her have to wait too long for a reply, even if you sometimes have to wait for his/her response. Be polite and represent your Association in a well-mannered way.

You should deepen your relationship with your sponsors by inviting them to your formal events (e.g. gala evening, council meeting plenary, etc.). There they can get to know your network and see what they are investing in. You should give them the opportunity to present their company at your event. It's very likely that the sponsor agreed to support you because of the visibility you offered them in exchange. You should communicate with your members that it's important that they pay attention and show interest during the presentation as the cooperation is very important for the financial stabilisation of your network – especially if it's at your NCM where your members might already be exhausted from the previous sessions/days.

Another very important topic is how you should tackle giving bad news to a sponsor. As you can't avoid mistakes happening – since ELSA is a student network – you always have to factor the possibility of them in (although you should obviously try to avoid them). As well as being transparent with your network, it is also very important that you are transparent with your sponsors. Mistakes happen even for professionals – as we are all humans – so it's important that you communicate them in the right way to your sponsors and especially that you do so on time. For example, say you agreed to get at least 20 applications for an event involving the sponsor. The day has arrived on which you are supposed to submit the application and you have still only received two applications – you haven't indicated to your sponsor that the number of applications may fall short of expectations because you hoped that you would still receive plenty of applications on the deadline day. You should never surprise the sponsor with bad results. You should keep the sponsor posted during the application process and evaluate with the contact person what you could change to increase the attractiveness of the event (e.g. changing the topic, offering an internship for the best speaker, etc.). Setting the right expectations (on time) is very important for maintaining your relationship with your sponsors. Never surprise them.

4. STEP from a Partner's Perspective

Most of the time partners, or as we call them in STEP, 'traineeship providers', regard STEP as an unknown area, especially because our name is not self-explanatory and requires to be elaborated to any externals. Our programme consists of many complicated parts and internal jargon, such as Job Hunting, Student Hunting, Matching, etc. which need to be used carefully. STEP officers have the ability to simplify the procedure as much as possible by explaining to them only the information they need to know. Once the project is explained to them successfully, partners are mostly interested in participating because of the unique aspects that STEP offers them.

Firstly, tailor-made trainees: One of the unique aspects that STEP offers to partners is that they can have a trainee according to any specification they ask for. For instance, if the partner is running international operations (having a foreign client or foreign project partner, dealing with some international transactions, dealing with an operation that involves foreign individuals, etc.), they usually require somebody who knows the relevant language and is educated in the relevant legal system. Sometimes partners can demand somebody who has knowledge in a really specific area in law, such as WTO law, health law, environmental law, etc. which can be really challenging for them to find and recruit someone. In STEP we only provide partners with applications which qualify according to their specifications. Consequently, they will only receive applications of ELSA members who acquire those legal skills and fulfill any other requirements. The quality of each application is being controlled by Local Groups, National Groups and ELSA International. Due to this fact, the quality of applications forwarded to them are usually high and they do not need to expend their own human resources on disqualifying bad applications, since we do that for them.

Secondly, free marketing: Other projects of ELSA usually require some monetary contribution in exchange for visibility. However, as soon as the partners join the programme, ELSA International publishes their traineeship at step.elsa.org for a specific period of time (around two months) and realistically around 25,000 different users visit the website during that period. Additionally, during the Student Hunting period – which is the period during which we try to attract potential applicants to apply for STEP – we create traineeship posters and distribute them among all the Local and National STEP officers, who then publish them from their personal and ELSA accounts. This creates additional visibility besides the visibility on the website.

Easy and costless to participate: Participating in STEP is really easy and free of charge. The only thing that the partners need to do in order to participate is to fill out a simple online form called the 'Traineeship Specification Form' within the given deadline and after that ELSA takes care of most of the administrative work. They only need to remunerate for the upcoming trainees' general cost of living by monetary (a payment close to the living standards) or non-monetary (accommodation, food and transportation, etc.) compensation. Thus, in general there is no upfront payment and any payment is actually done to ELSA. Partners must be frequently reminded that upcoming trainees will incur some expenses due to their attendance at the respective traineeship location prior to and during the traineeship, such as flight tickets, visa and notary expenses, accommodation, food and transportation costs during the traineeship, etc. They must also be reminded that we do not seek any profit out of this programme; we only aim to facilitate cultural exchange between legal systems by providing adequate working conditions for the trainees.

Creating a more international working environment: Most of the partners aim to grow bigger and more international and for that they need more employees having good foreign language and legal skills. In order to practice those language skills and legal skills within the workplace they may need someone from a relevant country who speaks the language or knows the legal system. Partners need to be reminded that the trainee they host might bring them some clients in future.

National Traineeship Programmes: Some countries have their internal traineeship programme mostly supervised by STEP officers. These national traineeship programmes operate as a 'yellow-pages' for those countries' law students or lawyers, where the traineeship providers can promote their traineeships for a certain period of time in their websites and national groups can demand a certain amount of money in exchange for this visibility and applications for the traineeships. This internal traineeship programme can be used as a good fundraiser in countries where the respective ELSA group has enough credibility, funds and human resources to establish such a programme.

Currently, in general we do not have any paying partner at international level. We used to have one partner for whom we provided a different section on our website and special promotion during the countdown before launching all the traineeships on our website. However, mere visibility usually does not satisfy the traineeship providers, since there is no concrete way to measure the effectiveness of the promotion. Also, usually only international law firms or other international entities participate in STEP, since we only provide the traineeship providers with foreign trainees and usually those traineeship providers do not need visibility because they are already quite visible and reputable in the legal market. Therefore, depending on visibility for partners is usually not a stable income model at international level. However, at national and local level, low profile law firms or firms only focusing on national law can be included in the programme, which they might need for visibility inside the city or country if there are not many suitable media other than you where they can promote their firm or traineeships. At local and national level the impact of the promotion will also be more visible and therefore the impact of it will be more directly visible to the partners' eyes. That's why, at local and national level, it is more possible to find partners for STEP.

5. Patrons of ELSA - National & International Level

As a President you are mainly dealing with leading your board and cooperating with externals, mostly partners. But there is also another group of external, which sometimes is undervalued in the day-to-day work of us Presidents, the Patrons.

Patrons are a rather small group of people who are not contributing money to your association, but rather their network and experience. They can be alumni that have a special relationship to your National Group or the International Board or well-known people in a field of law or your country that can contribute contacts and a big network to your association. Since most of you are not actively organising events with your Patrons or meeting them regularly, it is important to keep in touch with them through other ways of communication, because at some point in time you will need their help or network to move your association forward or to settle a new partner agreement.

Before approaching a possible new Patron, you should brainstorm with your Board about people to approach and why they could be interesting for your association. Do not be too shy during this process and try to list all the interesting people, no matter how famous they are in your country.

As a second step, it is important to understand the Patrons' perspective. First of all, they are external, as well as your partners, but they will not have the same amount of time and resources as a law firm that is cooperating with you has. Always keep in mind that a Patron is only one person, who is usually still working and just wants to support your association through giving you advice, contacts or just time to talk. That is why you should not expect a Patron to be available all the time or answering you right away. But as a Patron is an external, you have to treat him like one and establish a professional relationship with him or her, like you do with partners.

When having the first contact or talk with a possible new Patron, always try to find out how much time and effort the Patron is willing to give to your association (some only offer their well-known name to support you). This is the moment where you have to find out if the person is really willing to support you or if he or she is not really interested in cooperating with you. Here you should be strict and realistic and ask yourself: can and will this person fulfil the purpose my association is looking for them for? If not, you have to be honest and tell the person that you are looking for someone who has more time to offer or contacts in another field of law, etc.

That is one of the most important tips about approaching and finding a Patron: only sign a Patron agreement when you are really profiting from it, because you will not get any money from it, like you do from a partner agreement with a law firm for example.

The type of relationship you have with your Patron is up to you. It can be about the name (e.g. a famous politician or lawyer) or you can also organise events with him or her or agree on a yearly talk to discuss problems your association is facing (e.g. in the case of an alumnus), etc.

As stated at the beginning, Patrons are often undervalued, because the outcome of this kind of cooperation is not directly measurable. But always keep in mind that a Patron can help you widen your network and get contacts you never would have got without their help. These contacts can lead to new partners, new events and new possibilities for you and your Association.

6.Universities and Non-Government Organisations

ELSA is an international, non-profit making, non-political and independent association, run by and for students and young lawyers. The term 'student' is the essence of ELSA's existence and therefore it is vital that a BEE officer appreciates how valuable it is to have positive relationships with universities and non-governmental organisations (NGOs). From a rigid academic & research perspective, the assets that can be provided by universities and law faculties are of unparalleled value. From the point of view of NGOs, these entities often operate similarly to ELSA and have a similar policy with regards to external relations, which means that a relationship between the two is very often established effortlessly.

Firstly, one must understand that there is more than one level of ELSA representation. A university will not acknowledge ELSA International in the same way that it would acknowledge a national or local group. For that reason, you must first identify what your strengths and weaknesses are.

What services can you offer which would make a university want to engage with you? Once you have established your selling points, as a BEE officer, you will need to assess which resources you're after. There are a number of different benefits that a university may provide. It is in ELSA's best interest to approach these universities with a certain degree of modesty and humility, but you must never be timid and should always know and make known what you are after. The resource criteria of universities are not a one-size-fits-all and thus prior research on the university that you're approaching is a must. By doing that, you'll have a better idea of what the university will and will not be able to offer you. You'll also have a better understanding of what that specific university would want out of the Association. Another important technique which every BEE officer needs to know vis-à-vis university-based externals is knowing which person to speak to. Ultimately, the goal is to convince universities, particularly law faculties, that collaborating with ELSA is beneficial for them too.

On the other hand, when dealing with other NGOs, as a BEE officer you have to prudently pick your match. This means that if you're a BEE officer representing ELSA on a national level, you may only contact your equivalent, being the national officer of the other NGO. There are exceptions to this, mostly due to the absence of an equivalent. However, one may under no circumstance – unless otherwise provided by the BEE officer of the international level – contact an international officer of an NGO whilst acting as a BEE officer on a national level. The same goes for being a local officer contacting national officers of the other NGO. Similarly to how you should look into universities, the argument that one-size-fits-all will not work for NGOs either.

Engage with these contacts and make them feel like they are part of your project. You will need to teach them what's in it for them before you say anything else. You will need to educate them as to what it is that we really do.

Be practical and do not limit yourself. Know what you need from your contacts. Once you have their attention, say it out loud. Do not limit yourself to the need for receiving monetary contribution!

You will need to institutionalise the partnership. You will need to ensure stability and you must ensure that your external understands that the partnership is there to stay, even after your departure.

The following activities are useful to this end:

- Monthly updates of the work which is being carried out;
- Establishing an employed contact point within the faculty/university and a substitute;
- Festive greetings and birthday wishes (Dean + contact person);
- Acknowledging their work in previous events;
- Providing them with constant exposure:
    - Putting up roll-up banners of the faculty/university at academic events;
    - Asking the Dean and heads of departments to give keynote speeches;
    - Promoting the faculty/university's involvement in ELSA's events on social media;
    - Promoting the faculty/university's own events on social media;
    - Transition emails as well as transition meetings, whereby the new BEE officer in charge would be introduced.

7.Cooperation with the rest of the ELSA Network

More than once during your tenure you will feel lonely, but remember that you are part of a virtual team called the BEE officers of ELSA, who will most likely understand you and therefore help you.

Obviously, working virtually presents many challenges. The lack of face-to-face discussion or interaction often leads to a lack of trust, which in a more advanced phase can destroy the goals that a team is trying to achieve. However, overcoming this shyness will help you to get valuable advice while opening a new possibility for cooperation.

Now that you understand that a virtual team exists, it is necessary that you decide to join it!

Open and honest communication will help you to be understood, but it will also create a climate of trust allowing people to feel comfortable to contact you in return. Considering cultural differences and keeping your communication clear, concise, concrete, correct, coherent, complete and courteous will be the key to success.

During the year, you will be invited to involve yourself in the BEE mailing list, as well as in social media such as Facebook and LinkedIn. Do not be scared of 'adding' other BEE officers to follow them and interact with them and to show support to all of them by sharing events organised by another group, for example.

As a BEE officer you are the networking person and your job is therefore to meet and create a link with a maximum number of people in order to create an 'address book' of people who will be able to respond to any problems, requests and challenges that may arise during the year.

In conclusion: you can spend hours and hours brainstorming alone to reinvent what already exists and feel isolated, or you can join a network that thinks together and shares its experience and tools to allow everyone to evolve as quickly as possible.

V. Communication in BEE

The crucial part of the organisation of the association, as well as your work as the BEE officer in general, is communication. Another important aspect when it comes to communication is the ELSA network, which makes our organisation and our work unique.

When you work with the BEE-area, remember that, there are other Local and National BEEs in the Network probably working on similar events and facing the same challenges. Use the network to get help, ideas and inputs on your work and to improve one of the supporting areas in ELSA.

In BEE, most of the time you will be communicating in the different ways explained below.

1. Mailing lists

Discussion and information list

The ELSA-BEE is an email-list to which all BEE officers (National and Local) should be subscribed. This mailing list is only used for BEE-related information and it is administered by ELSA International. It is also the responsibility of ELSA International to make sure that all the national BEE officers' emails are subscribed or at least that all the National Groups are informed about the process of registration. You can subscribe to the ELSA-BEE mailing list by sending an email to the President of ELSA International at president@elsa.org. Please note that the local officers should be given the possibility to join the international BEE discussion and information list as observers. This is upon the request and the approval of the respective National officer.

When to use the list:

- If you have information for the network;
- If you want input from other BEE officers on your ideas and/or projects;
- If you want to discuss proposals before the ICM;
- If you want to discuss the direction and development of the BEE area;
- If you need information or have information about external/public relations strategies;
- If you need information or have information about fundraising strategies.

National Mailing lists

Many national groups use them as well to communicate within their own network. There might be a single list for all officers, an area-specific list, or both. Make sure that you are subscribed to all relevant lists in your national group, so that you do not miss out on important information.

2. Facebook Groups

Since everyone has Facebook nowadays, it is a useful tool to communicate with other ELSA Officers and Members. Therefore, ELSA uses several Facebook Groups and sites to share information with members. Make sure that you are subscribed to all relevant groups.

ELSA International Facebook Page

The Facebook page of ELSA provides important information about ELSA's work and current events in the network to members and externals alike. Most importantly, the calls and deadlines for Legal Research Groups, International Moot Court Competitions, STEP, Delegations and Law Schools, etc. are posted here. It is therefore recommended that you follow this page in order to be always up-to-date.

International BEE Group & IB Group

Every National BEE Officer should be a Member of these groups. The President of the IB will use this group to share information regarding the Association and updates with their Officers and to remind them of all the important deadlines. It is also likely that your National Board will have created another BEE Officers' group for the Officers from your country. If this is the case, you should join this group as well in order to communicate better with your national network. In addition to the BEE Group, there is a general ELSA IB Group where you can see the newest updates about all the IB's projects.

3. Linkedin

The Linkedin page of ELSA provides important information about ELSA's work and current events in the network to members and externals alike. Most importantly, the calls and deadlines for Legal Research Groups, International Moot Court Competitions, STEP, Delegations and Law Schools, etc. are posted here. It is therefore recommended that you follow this page in order to be always up-to-date.

4.Instagram

The Instagram page of ELSA provides important information about ELSA's work and current events in the network to members and externals alike. Most importantly, the calls and deadlines for Legal Research Groups, International Moot Court Competitions, STEP, Delegations and Law Schools, etc. are posted here. It is therefore recommended that you follow this page in order to be always up-to-date.

VI.BEE at Internal ELSA Meetings

1. BEE at the International Council Meeting (ICM)

During the ICM a BEE-Workshop takes place in which changes to be made and the future of the projects are discussed.

Each Country should send participants to the workshop to present the opinion of the National Group. If you have the possibility, you should go to the ICMs, where you can get new ideas and inputs and be updated on the latest developments of the Association. For you as the BEE officers, the best way of acquiring knowledge about the BEE area is to follow the workshop discussions and to actively take part in them.

Autumn ICMs take place nearer to the beginning of the term, when most of the international projects are to be launched. Therefore, this is an opportunity for you to take part in the international BEE network.

Spring ICMs are mostly focused on discussion of the progress of the ongoing projects/strategies, as well as evaluation of the finished ones. This can serve as an opportunity for you to gain inspiration for your BEE work in the next term.

2. IPM Minutes

In order to be prepared to follow the Workshop discussion, we recommend to go through the ICM WS Minutes, which are put online after each ICM. Minutes from previous ICMs are available at officers.elsa.org/im.

3. State of the Network Report (SotN)

Before every ICM, every National Group is obliged to fill in the SotN. It is the responsibility of the National President to make sure that the BEE section of the SotN is done. Submit all the relevant information about BEE matters in your group to the National President for the purpose of SotN in due time.

4.BEE at the International Presidents' Meeting (IPM)

The International Presidents' Meeting (IPM) of ELSA is an internal meeting organised each year that gathers the BEE officers in the same place to have workshops and discussions about their area.

The IPM is the best opportunity for the new BEE officers to get a basic overview of the BEE work on the international level of ELSA.

The first IPM usually takes place at the beginning of September, so if you decide to attend it you can receive a motivation boost to implement new ideas and projects right at the beginning of your term!

5. BEE at the National Council Meeting (NCM)

How NCMs are organised depends on the number of LGs and tradition of the National ELSA group concerned. The NCM is normally the highest decision-making body within the National Group. At the NCM there can be special BEE workshops, where BEE questions can be discussed.

If you have the opportunity, you should go to these NCMs. There you can get new ideas and inputs on how to organise BEE events. You will also meet many other active ELSA-members who can help you with organising your projects.

VII. Knowledge Management in BEE

As a result of the changes introduced in the BEE part of the Decision Book during ICM Opatija, Autumn 2018, the part of the International Decision Book regulating External Relations has been significantly altered. It now reads as follows:

1.ELSA International shall:

● Ensure the respect of the External Relations regulation of ELSA and make sure that the External Relations regulation is known and implemented throughout the Network;

● Supervise the correct use of the External Relations regulation in all National Groups and contact the breaching group immediately;

● Explain the External Relations regulation to the Network in order to create a common understanding and consistency of use.

2.National Groups shall:

● Ensure the respect of the External Relations regulation of ELSA;

● Promote the External Relations regulation to their Local Groups;

● Supervise the correct use of the External Relations regulation in all Local Groups and contact the breaching group immediately;

● Consult ELSA International when in doubt.

3. Local Groups shall:

● Ensure the respect of the External Relations regulation of ELSA;

● Follow the External Relations regulation rules and ensure their implementation and awareness in the respective local networks;

● Make sure that all breaches are corrected immediately;

● Consult the officers of the respective National Groups when in doubt.

VIII. Transition

1. What is transition?

Transition is the process which ensures continuity for the work of Boards from year to year. ELSA is characterised by a changing environment as officers come and go, each making their contribution to the Association. Whether it endures or not largely depends upon the effectiveness of transition. Therefore, what you achieve is half the success, transition is the other half which will see it into the future.

It also serves as a solid foundation upon which new officers can fall back, whether as immediate successors or not, that guides them to start work with knowledge and confidence acquired by their predecessors.

One can say that you are not just in a team with your fellow board members but in a team with all the boards preceding and succeeding you. Keeping this in mind throughout your entire year as an active officer will help you to use transition as a key tool in contributing to the Association's work beyond your term in office.

2. Effectiveness of transition

Transition is notoriously poor across Boards at all levels in ELSA. Over the years, it appears no number of workshops, handbooks and training can provide the solution to the ineffectiveness or even total absence of it. It appears that all recognise its importance but either do not fulfil this duty or complete it in a way which is entirely unfit for the next Board or successor. Although the concept exists, no system around it does. There are vast differences between the ways in which everyone does it. However, is this a flaw?

As a President you appreciate how different people are from your own experience within board management and this is why every transition differs from one to the other, it is personal to the Board(s) involved. Your role is to see how these differences can be best used to your advantage to pass on the knowledge in a way that best works for your successors. Make use of the freedom and individuality that you have to deliver what is relevant and personal to them.

3. Components of transition

There are two key elements to transition within BEE. The first is generic; anything that you would have to do as part of a standard transition. Your Secretary General is normally your partner in creating this. It includes collating the necessary documentation, regulations, handbooks, etc. The second is personal. It involves your skills as a President in understanding the subtleties of your position, team, externals and the Network and being able to deliver this reality to your successor in a very honest, professional way that takes into account their own individual viewpoint.

Sometimes we are faced with a successive Board that wishes to radically change the strategic direction of the Network. It is more effective to focus on what you have in common rather than your differences. This would be the first step in appreciating the teamwork behind transition. Think about what is the foundation that they would need to fall back on regardless of what their big plans are? What are some of the issues that your local or national boards faced year after year? This points to the patterns that need addressing first.

After this, you can narrow in on your own year. Objectively assess what went well during your term and, most importantly, what did not go well for you, your area or your Board. Be honest about the reasons why this was the case and whether your successor risks facing the same issues. It does not have to be an intricate schedule of going through every detail of what happened. Simply use your OYOP and present to them how far you've come, what you have and have not achieved and why. The aim of this is to prevent the situation that they spend half of their term only finding out how everything works or discovering that something is not possible to do.

The next step is to look at your successor's goals. Dedicate a part of transition specifically to facilitating them in planning these. How far are their ambitions plausible and do you envision any difficulties with them? What could be done to alleviate obstacles or developed even further? Give them the opportunity to jump straight into the work and focus their energy where it is needed for the Network and its officers, without reinventing the wheel. Their goals will act as a blueprint in creating this part of the schedule. Go through addressing their concerns, gaps in knowledge and giving general guidance based on your own experience. Whether it will directly affect them or not, this is a future matter, but your work now is to be sure this is transferred. Some of what my predecessors passed onto me may have been of little consequence to my work but became of use when delivering transition to my successors. Therefore, no knowledge is without its value and the chain between the officers over the generations is always linked.

4. Communication

One way to ensure a productive and positive experience is to involve the incoming Board in the process. Ask them upfront about what they expect from their transition and what questions they want to cover. If they have previously had transition, what was their evaluation of it?

Another crucial aspect of BEE officers is that they often come into the position from a very different background. They may be used to being heavily involved in a key or supporting area. You need to address this, securing some training with an alumnus with the help of your SecGen and making sure they get enough teamwork exercises with their board to see themselves in their new position of responsibility. The title of President is an honour, but also the largest responsibility. They need to face that as early as possible.

Remember that this is a great time for the development of your area – there are two people working in one position. The predecessor comes with knowledge and experience, whilst the successor has ideas and energy. The combination can be essential to problem-solving the old and creating the new. Embrace both sides by trusting what each brings to the table. This will reflect very well on the Network and externals.

Please note that this is very difficult if you cannot be honest with each other. This should be a cornerstone of your transition as Presidents, especially because you will cover more than just basic knowledge. This more personal element is essential because, unlike other areas, your area concerns people and relationships, whether with your board members, externals or the Network. This means your type of work is very complex and does not have a 'step-by-step' guide. How you solve internal conflict, troubleshoot an issue with an external or navigate a difficult proposal in Council is very different to what your successor would choose to do. You do not want to sugar-coat the struggles you had as a President only to find your successor falling into the same struggles or inherited ones. Both of you have to understand this and respect each other. You both earned your positions, just at different stages of the Network's development. Always fall back on the larger goal of developing your area and the Association further.

5. Motivation

There is something crucial worth noting for you, as the predecessor. If you were comfortable with motivating your team throughout the year, be prepared to face your greatest challenge now in this last stretch of your time as a board. Often, the common pitfall in transition is being unable to get the team onboard to go through with it. This could be merely practical as officers are in exam season or graduate but practical problems have practical solutions. What is difficult is trying to get people to truly understand the importance of what they are doing and find the time to do it no matter what, as they did throughout the year with their work. It is common to see that the SecGen or officer in charge of transition work hard only to end up with no cooperation from the rest of the officers. It is your role as the board manager to prevent this from happening. Find out what are the practical obstacles and then enhance the experience as best you can, knowing your team's needs and triggers. Some groups chose to go to a different location for a weekend or involve an external. All are a way to create a healthy change of environment that may assist in boosting their motivation.

6. Management

Although transition is an area of Internal Management, you are responsible for your Board and for the duration of transition you are in many ways responsible for two Boards. It is often almost always necessary to do some form of team-building at the start and act as a facilitator between officers either within a board or between boards. It can be very challenging for you as the predecessor and this is why there is no step-by-step process or a right or wrong answer to take you through. You need to use your leadership skills to make this a smooth process for all involved. In this you will be of great support to your SecGen and ensure their hard work in drawing up the transition pays off.

Points to remember for the transition

Transition with your successors should always include:

1. Transition of general and the specific area knowledge;
2. Transition of the important materials and contacts;
3. Team building sessions.

In order to make sure that you have covered all the important topics in your Transition, you can take a look at the **BEE Transition Checklist** (link here) available at officers.elsa.org.

If you didn't get a good or any transition

In the ideal case, if you are reading this handbook, you should already have had your transition with your predecessor. However, if you did not receive a detailed or any transition, don't worry, there are several things you can do yourself:

- **Get in touch and talk to some of the previous BEEs or other old board members**, they can perhaps help you with some information, contacts, ideas and tips what worked and what did not work in the previous years within the BEE area.
- **Speak to your President and/or Secretary General.** As they are responsible for board management, they should have a basic overview of the past BEE events and planned projects for the coming term.
- **Contact your National President or/and President of ELSA International** and ask for help. They for sure have the information that you need to know about your position and they usually have the direct experience from being local officers themselves.
- **Ask other Local BEE officers for help**, everyone's most likely new in the office and so they may know what information you need in the beginning.
- **See if there is an old archive in your ELSA group** and search for some useful information there.

Since you are reading this, you are already on the right track and hopefully this BEE manual can give you some ideas and know-how on how to continue your work with BEE in your ELSA Group.

7.When you are new in office

Make a One Year Operational Plan (OYOP), where you set the goals for your year and state how you will work to achieve them. Discuss your OYOP with the rest of your board and make sure that the whole board is working in the same direction and that you support each others' ideas. If you are a Local BEE officer present yourself to the National BEE officer and to the other Local BEE officers and the President of ELSA International. If you are National BEE officer present yourself to the President of ELSA International, your Local BEE officers and other National BEE officers. Try to go to an NCM/ICM/IPM and to get the most out of it. You will learn more about BEE, meet many people working within the same area as you and have a lot of fun whilst making new friends. Remember to ask others if you have questions, that is the benefit of the network. There are a lot of other people working within the same area and perhaps someone can answer your questions. Read this BEE Handbook and other BEE tools that will help you with your work.

Don't get scared by the amount of information, read the parts you want to know more about. The BEE area is big and contains various aspects. You will learn a lot by working on them throughout your term.

8. Conclusion

In summary, work with your SecGen on the basics of knowledge, all that overlaps with other areas and the specifics of BEE. Then, evaluate what training is required. Perhaps there is some that is needed for both the successive Board as well as your own. This would be the last chance for your team to come together, so make the most of this final time together to help motivate them.

For BEE specifically, assess what practical skills are needed to help your successor gain greater confidence. Some aspects of the work will inevitably have to be learnt on the job but initiate skills training, such as presentation skills, fundraising and teambuilding. Evaluate your year and then focus on them and their ambitions, figuring out how best to move forward.

Finally, take the time to enjoy the process. It can be emotional and fraught with difficulties on all sides. Remember yourself in the position of your successors and use the opportunity to look back on your year to see what you have accomplished since then. Take a moment to be proud and congratulate your team. You were granted an opportunity to lead talented individuals, execute tremendous change and develop ELSA and its influence in this world. You made your mark - now you can gift the experience onto the new generation and watch it all grow even further.

IX. Expansion

1. The importance of forming new groups

In order for ELSA to grow and thereby have a bigger impact on today's European and global society, new Local and National groups need to be established. ELSA's significance in the sphere of legal education and human rights advocacy will increase in tandem with an increasing number of members and member bases. Since the beginning of ELSA in 1981, we have focused on expanding. Today ELSA is present in almost every country in Europe, spreading to universities and faculties in the furthest outskirts of the continent.

In order for ELSA to stay relevant, many factors need to be in place. However, the most important factor is presence. National and local presence is one of the greatest aspects of ELSA. By being present at the faculties, we have the opportunity to involve young, curious law students in our philosophy in a hands-on way. Due to our three-level structure (local, national and international level), we can make ourselves visible in our focus topics of legal education and human rights.

Forming new ELSA groups is a cornerstone for ELSA in gaining a bigger impact on the society. By expanding, we ensure that we reach more people. However, as you will read in this chapter about expansion, quantitative expansion still requires a structured and well-planned approach. If expansion is done without a clear focus on stability, the work of expanding will be lost in the close future.

2.Human Resources

Human Resources is a broad term for the workforce behind a project or an organisation, etc. When dealing with the start-up of a new ELSA group, Human Resources is without a doubt the single most important aspect. Having not just people, but the right people is of crucial importance in the pursuit of securing a stable future for a new ELSA group. For that reason, the main focus when starting a new ELSA group should always be on finding those few people (1-3 persons) who have the right amount of energy and persistence – as well as the right competences – to do the hard work of establishing an ELSA group. This sounds obvious, but throughout ELSA history there have been countless examples of groups being started without a solid Human Resources foundation. Starting an ELSA group without the right people is a destined failure.

In order to ensure the sustainability of a Human Resources Cycle it is important that the founding members are ready to invest time in the group for a longer period. This is to allow time for the founding members to find new human resources to take over when they themselves are ending their active contribution. Often this second line of recruitment takes up to two years.

Further down in Step 2 – Human Resources - I will elaborate on the step-by-step approach to a successful recruitment and assessment procedure for acquiring such Human Resources.

3. First steps in creating a new group

This step-by-step guide is written from the perspective of the ELSA BEE officer searching to expand the network in a country or city.

Step 1 – Fit for ELSA

The first step when starting up a new group is to check whether the group will fit with ELSA. In the international and national regulations of ELSA there are certain requirements for new groups. Before wasteful spending time on the next steps, make sure that all such requirements can be fulfilled.

A second important requirement for a fit group concerns the structure of the law faculty(/-ies) in the city/country of the group. Some faculties Master programmes that last only one year. Such faculties can, objectively speaking, be a part of ELSA but will likely be greatly challenged in ensuring stability. Making efforts towards starting a group at such a faculty requires an alternative plan to ensure the stability and sustainability of the group. One way could be to establish more focus on young lawyers rather than law students in such a group. However, keep in mind that young lawyers often have less time to invest in a non-profit association compared to law students.

When establishing a National Group a similar issue can arise. Some smaller European countries still do not have an ELSA group. Examples are San Marino, Liechtenstein and Andorra. In order to create a sustainable group, the country should at least have a law faculty awarding bachelor's degrees, ensuring that the students are involved at the university for more than just one year.

Step 2 – Human Resources

When the first step is researched and a fit is found, you can proceed to the most challenging and at the same time most important step. Human Resources – as described above – are crucial to the stability and sustainability of an ELSA group. Coming from a different group, it is almost impossible to become the main human resource of a newly established group. Such a human resource requires being present physically, having knowledge about the place of establishment and having the necessary time and effort to contribute to such an establishment.

When searching for human resources, a good place to start is with the faculty of law. The founding members of the new group need to be proactive people, interested in involving themselves actively in their surroundings. What is often the case, is that they will already have done this in their student time, which is why the faculty can often be helpful with names for suggestions.

When you have a set of potential founding members, make sure to inform them of the values and possibilities of ELSA. For them to succeed they need to agree with these values and see possibilities for their local community in the opportunities that ELSA brings.

When you have the 1-3 core people engaged, you need to expand the human resources. A good plan is to find like-minded people from different stages of the educational programme. This ensures a spread investment in human resources and at the same time an increased visibility in the different stages of education.

A very important aspect of the founding members is their marketing value. The group's initial brand will be based on the perception of the founding members amongst the students. Make sure that the founding members echo the value you want people to recognise ELSA for.

Step 3 – First establishment

When you have the right founding members, the actual establishment can begin. In the national and international regulations you will find certain requirements for such an establishment

Another important aspect in the establishment is to create a collaboration with the faculty where the group is physically present. Such an agreement can create further opportunities for the group financially and academically, as well as structurally. A good relationship with the faculty cannot be underestimated.

Step 4 – Transition

Now that the group has been established, the founding members need to get an extensive knowledge on ELSA and the opportunities that ELSA offers to its members. Make sure to find other experienced ELSA officers to join you in providing a knowledge transfer to the founding members. A good idea is to keep a focus on the topics that are most relevant for the new group. This will typically be options for first events, selling points of international activities (STEP, ELSA Summer Law Schools, etc.) and skills training in accounting, fundraising, etc.

Step 5 – Proactive support

After the first four steps it is time for you to take a step back and let the founding members take over the responsibility. The establishment has been accomplished and the real activities are now to begin. In the next year the founding members will need your help and guidance. Make sure to contact them proactively to offer same. Often you will find that they have questions or need good tips and tricks.

x. Alumni & ELSA

Every big association, organisation, university, etc. has its own alumni associations; ELSA is not an exception. Our official alumni association is the ELSA Lawyers Society (hereinafter, ELS).

Alumni are people who actively participated in the activities of the Association, ran projects and, most importantly, gained knowledge. Usually, they are former Officers and your predecessors. We have three types of alumni: local, national and international.

What are the benefits of alumni? They can be considered not only as a great networking opportunity and the source of experience and knowledge, but more importantly, the continuity of ELSA. As mentioned above, usually alumni are former Officers of ELSA, and that means you are continuing the work they have been doing during their term; they have created some projects in your group, worked on the regulations or established a connection with other groups of ELSA.

First of all, alumni should be considered as a source of experience and knowledge. Therefore, alumni can be invited to chair your events, e.g. National or Local Council Meetings; they can share their knowledge by delivering a Training, e.g. at a National or Local Officers' Meeting, Transition weekend, Training weekend, etc. Alumni are willing to participate and contribute to the Association without requesting something specific in exchange (e.g. money).

Secondly, alumni should be considered as a source of networking or even partnerships. It is not a secret that most former ELSA officers continue their work in the legal world afterwards. They are working with other experts in the legal field, so it is very common for alumni to be able to introduce you to partners of big law firms, as well as other associations (e.g. bar associations, NGOs, etc.) and more. This means that alumni can be your first step in fundraising. This is highly important for every officer of the BEE area, especially when it seems like it is impossible to approach some new partners in your National or Local Group. These people can also become patrons of your National or Local group, due to their special connection to the Association.

Following that, after some years of practicing, alumni also become experts in the legal field and can be speakers, panellists or judges for your conferences, seminars, moot court competitions, essay competitions, law schools or any other events. If they are not available to do so, alumni are usually more than willing to introduce you to their colleagues and professionals in the legal world.

Furthermore, alumni can become your legal adviser. Do not forget that you can contact them regarding legal issues of the Association and get free advice. This could be useful in many ways.

As a conclusion, do not forget that alumni have been in your shoes. They have experienced the same fear of contacting predecessors, they have faced the board management issues, and they have struggled with fundraising and many other issues. That is the main reason why they are always willing to help, give advice or share their experience. However, you have to be the one who starts the communication – it is in your interest to show that alumni are a valuable source for the Association.

XI. Strategic Goals and BEE

During ICM Baku, Spring 2019, new Strategic Goals 2019-2023 were voted upon and approved by the International Council of ELSA.

The complete Strategic Goals for 2019 can be found in the Decision Book on pages 7-11, as well as on the Officers Portal. Many of these goals are goals of a general nature ensuring good governance, a living vision and an engaging association.

Therefore, as a BEE officer, you should pay close attention to them.

You can find the current Strategic Goals on the BEE page of the Officers Portal.

XII. Conclusion remark

Dear BEE officers,

It would be far from the truth if one said that the BEE Area is one easy to perceive and thus to serve.

We learn many of its aspects in true practice and while experiencing an everyday reality with our teams. We form our teammates, yet at the same time we are formed by them; we learn how to strive for a common goal and most importantly we learn how to represent this goal towards our members, our partners and of course the society.

The role of the President is a demanding one; demanding as the real "project" and interests are always the people. Once you learn how to work with people though, every path and decision becomes clear. Cooperation and co-creation are the key to success. And you as Presidents can prove this in practice.

You had the opportunity to read the result of a common goal; a BEE Handbook, a tool for every President to find its way through the thick and thin; a key for every newbie to not get lost in the vast maze of responsibilities that a President has. After all, as Filipe Machado, my predecessor -to whom I am and will always be grateful- would say, the President's role might be a solitary one, but no President ever achieved a big goal all alone.

At the end of the day, a good leader is a good listener, so in your travel to the amazing world of BEE start by listening; listening to people's aspirations, aims and problems and be there to support, create and represent.

Warm regards,

Diomidis Afentoulis

President of ELSA International 2019/2020