

STRATEGIC GOALS IMPLEMENTATION HANDBOOK

2019-2023



elsa

The European Law Students' Association

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INTRODUCTION

During the 75th International Council Meeting of ELSA in Baku, Azerbaijan, the Strategic Goals 2023 were adopted unanimously by the ELSA Network. A new, common path for us to step into a new era of legal education, social responsibility and strong representation of the voice of law students and young lawyers was adopted.

The Strategic Goals Implementation Handbook (SGIH) is a necessary tool in order to work on Strategic Planning in our Association. You may find implementation ideas, tips, and tricks as well as best practices with respect to the adopted Strategic Goals.

When writing this document, we were guided by the mission to keep it short, simple, yet comprehensive.

ACKNOWLEDGEMENTS

For the Strategic Goals to be implemented, some individuals notoriously devoted their time, creativity, and vision for the Association.

We cannot but be thankful to the International Board 2018/2019, namely Filipe Machado, Akvile Jurkaityte, Loup Cressey, Matteo Alessandro, Eva te Dorsthorst, George Manikas, Ezgi Yildiz, and Barlascan Alphan. They have been a true inspiration for us all. Moreover, Benita Lips, ELSA's Strategic Planning external consultant, has guided us since 2017 towards the writing and implementation of these Strategic Goals. Finally, the whole ELSA Network took the step and interacted every point of the Strategic Goals cycle, always being there proactively contributing to the dialogue, constructively criticising, and finally voting in the current set of the Strategic Goals.

The ELSA International Board 2019/2020

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PREAMBLE

Purpose of this document

Strategic planning shall be an ever-present part of ELSA. In order to ensure that our work matters and to keep our activities aligned with our cause and values, we need to know where we are going as ELSA.

We want our Association to develop and grow in quality. Hence, we need a compass to follow and to inspire us on all levels of ELSA, so that we may develop sustainably and harmoniously in the same direction towards a shared vision

Reaching the Purpose of our Philosophy Statement will always be the most important guiding compass for ELSA:

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

How can I use this document?

The Strategic Goals Implementation Handbook (SGIH) reminds the readers of the path that ELSA follows. The readers may choose the Goals towards the achievement of which they wish to work, realistic to the capabilities and interests of the respective Local and/or National Group in question.

Therefore, the SGIH provides the readers merely with best practices and some useful tips for the implementation of the Strategic Goals.

History and structure

History



FEBRUARY 2018

The signing of the cooperation agreement with Benita Lipps

In February 2018, ELSA International decided to engage external support for the creation of the next Five-Year Strategic Plan. Benita Lipps (DaVinci Institute Brussels) was chosen due to her extensive expertise in association strategy design.

FEBRUARY 2018

IPM Malta (Audit)

During the Spring IPM Malta, in 2018, the Presidents and the rest of participants had the chance to share their views of how they wish to see the association moving by

taking part in an audit-survey which defined the priorities for the National leaders of ELSA and their Networks.

JULY 2018

Transition Meeting

On 23 July, the initial results were discussed with the outgoing board, and the discussion on the 2019+ strategy continued with the incoming board in a day-long workshop.

NOVEMBER 2018 & FEBRUARY 2019

ICM Opatija & IPM Tallinn

During ICM Opatija and IPM Tallinn 11 Strategic Initiatives were presented by the International Board and Discussed with the rest of the Network.

MARCH 2019

ICM Baku

The Strategic Goals were discussed and finally adopted to the International Council Meeting Decision Book of ELSA. ELSA has a 5 year Strategic Plan to follow.

JULY 2019

Transition Meeting

During the Transition Meeting of 2019, the outgoing board presented the current Strategic Goals to the incoming board. Benita and the new Board focused on the implementation and prioritisation of the goals for the next four years.

AUGUST-SEPTEMBER 2019

IPM – SAM – KAM

The Strategic Goals were presented to the different Area Officers of the Network and it was discussed how the Strategic Goals can be implemented under each area.

OCTOBER 2019

ICM Constanta

During the 76th International Council Meeting in Constanta, Romania, the International Board presented the Strategic Goals timeframe and implementation plan. Additionally this Strategic Goals Implementation Handbook was created to always give tips and tricks for the implementation of the current Strategic Goals.

THE “NATIONAL TO LOCAL” GUIDE

In order to realise the Strategic Goals, both the Local and National Groups should implement them. It is the responsibility of the National Boards to motivate the Local Groups to participate in this implementation process, to explain to them why the Goals were created and how they may be used.

How?

As a National Officer, take the time to sit down with your Local Boards and look at the Goals together. Inspire each other how to best implement the Goals!

- Adopt the Strategic Goals concept in your National Network.
- Create your Strategic Goals according to the international ones you wish to implement.

What and why?

The international aspect of the Network can seem distant from the perspective of a Local Group. Try to show the Local Groups what is going on internationally in the Network and involve them whenever possible in these overall processes. Make the Local Groups understand why international strategic planning is important and how it can benefit them.

Which Goals?

Before discussing the Goals, get a good insight on what the strengths and weaknesses of each Local Group are. Take a look at the Goals to see which ones would be most suitable and most beneficial for each Local Group. Think creatively!

To whom are the Goals addressed?

Some of the Goals are addressed specifically to either the International, National or Local level, whereas some of the Goals may be relevant to multiple levels simultaneously. It is up to your interpretation of the Goals to establish the desired benefits. If you think that implementing a Strategic or Operational Goal would be useful and realistic for you, you should definitely try implementing it!

Execution

When you have familiarised yourself with the situation of each Local Group and they are more aware of the international Network, it is time to discuss the Strategic Goals with the Local Group. Make sure that you do not only present the relevant Operational Goals to them, but that you also come up with ideas and suggestions on how to reach each Goal. Show them how the realisation of the Goal(s) will directly and positively influence their Local Group.

Some ideas for execution:

- Host a training or a workshop on the topic of the Strategic Goal.
- Create an incentive (e.g. a prize) for all Local Groups which might motivate or stimulate them.
- Consider translating the goals into your national language.

Transition

Transition is important since the Strategic Goals roll over a five-year period. Continuity in the work achieved by one board must be secured for the years to come.

National Board to National Board:

- During your transition period, you should evaluate the implementation of the Strategic Plan on a National level as well as considering the goals that Local Groups have worked on and whether or not they succeeded.
- Discuss how to explain the Strategic Goals to the new Local Boards and get them to start thinking about which Strategic or Operational Goals are within reach for the next year. Then they should also evaluate their progress on achieving the goals.

Local Board to Local Board:

- Strategic Goals should not only be mentioned to Local Boards in terms of transition but they should be explained by reference to the situation of the Local Group itself.
- It would be best if the previous Local Boards could help the new Local Board with implementing some of the Strategic or Operational Goals in their One Year Operational Plan (OYOP).
- This is also an important task of the National Board. The National Board should meet up with the Local Boards when they start writing their OYOPs and decide on the relevant goals then.

Structure



1. Strategic Goals and the “why” of each Goal

2. Focus Area

3. Aim and Operational Goals

4. Tips and tricks

5. Best practices

6. Timeframe



STRATEGIC GOALS 2019-2023

GOOD GOVERNANCE

RATIONALE

ELSA is currently the largest law students' association in the world and we are still constantly growing and expanding. Despite growing and developing to meet the contemporary realities, the association structure of ELSA has not been revised since the founding days.

Over the past years, we have seen how various topics are repeatedly brought up for discussion without any concrete and pragmatic solutions capable of addressing the issues with a proper long- term strategy due to the yearly recycling of the Officers in the Network.

Good Governance is a goal through which we wish to introduce continuity and implement long- term planning into ELSA.



ADVISORY BOARD

AIM

Create an ELSA Advisory Board that consults the Council and ELSA on long-term projects and planning, by giving advice, improving knowledge management, and transition.

OPERATIONAL GOALS

- ELSA shall make the required statutory changes to implement an Advisory Board;
- ELSA shall create a clear protocol by specifying the duties, responsibilities, activities, conduct, and limits of the Advisory Board;
- ELSA shall define clearly the boundaries between the role of the International Board and the role of the Advisory Board;
- ELSA shall involve one board member of the alumni association of ELSA in the Advisory Board;
- ELSA shall involve at least one of the immediate past International Board members of ELSA in the Advisory Board;
- The International Board shall investigate the possibility of recruiting external consultants to join the Advisory Board;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Think of what the role of an Advisory Board would and could be. What aims should it fulfil? For example, keep the following in mind:
 - Providing advice and support with regards to inter alia long-term projects and strategies;
 - Fostering the credibility and reputation of your Group;
 - Strengthening your external relations strategy, and connecting your Group with the professional world and networking opportunities.
- Check the legal implications of having an Advisory Board under the applicable laws;
- Involve all interested and competent parties in the Advisory Board, such as for example the alumni, immediate predecessors from the Board, and distinguished legal professionals;
- Separate the role and mandate between your Executive Board and an Advisory Board.

BEST PRACTICES

European Pharmaceutical Students' Association (EPSA)

Has a Board of Trustees to support its governance structure. Elected for a four year-term, the Board of Trustees consists of senior professionals from the pharmacy sector. The main task of the Board of Trustees is to assist the Executive Board with expertise and contacts.

International Federation of Medical Students' Associations (IFMSA)

Has a Supervising Council of four members to support the Executive Board. It monitors the strategic plans and offers advice (non-binding) and ensures generally the impartiality and objectivity.



TIMEFRAME

2019-2021

Valuing the necessity of having an Advisory Board, the advice on critical decision making for the association, the credibility of legal professionals and the support in the legal market, it is advisable to set this goal forward for the first two years of the implementation of the Strategic Goals.

BOARD REFORM

AIM

Ensure the sustainability of the Association by allowing the International Board to effectively fulfil its mandate.

OPERATIONAL GOALS

ELSA shall restructure the International Board to fulfil the needs of its members with a special focus on External relations; Human resources; Information Technology; and Marketing strategy;

- ELSA shall revise the current tasks division and workload of each International Board member;
- ELSA shall reconsider the number of International Board members;
- ELSA shall outsource some tasks performed by International Board members to professionals;
- ELSA shall invest in the professional training of its Board members with respect to their roles;
- ELSA shall create a clear protocol by specifying the duties, roles, responsibilities, activities, expectations, conduct, and limits of the International Board and the ELSA International Team;
- ELSA shall reduce time on implementation and administration by handing these tasks over to an ELSA Secretariat;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Sit down with your board and share the expectations you have from every position of the Board of ELSA International; find the areas on which you feel that more attention needs to be put;
- Arrange a meeting (as International Board) with an Association Management company;
- What should be the structure of the Board in order to focus more on:
 - o External Relations;
 - o Information Technology;
 - o Human Resources;
 - o Marketing Strategy?

- What are the tasks that need to be outsourced?

- o Information Technology;
- o Web-Design;
- o Administrative office-tasks?

BEST PRACTICES

ESU - European Students' Union

ESU's representative structure consists out of an elected Executive Committee (EC). The EC consists of a President, two Vice Presidents (together called 'The Presidency') and seven general members. The EC is responsible for steering ESU both politically and financially and for carrying out the decisions that are taken by the Board Meeting (ESA's General Meeting/ Annual Assembly). The EC appoints three coordinators, who look after key projects and activity streams. The daily work of the Executive Committee is supported by a professional Secretariat.



TIMEFRAME

2020-2023

Connected with the need for structural change, the Board Reform goes hand in hand with the goal of the Secretariat; to ensure that a Board has sustainability, the distribution of responsibilities between the Secretariat and the Executive Board needs to be the first step. Therefore, this goal shall be a priority, during the first two years of the implementation of the Strategic Goals, preferably under the advice of an existing Advisory Body.

SECRETARIAT REFORM

AIM

Ensure the sustainability of the Association by establishing a professional Secretariat, responsible for the day-to-day management, and administration of ELSA.

OPERATIONAL GOALS

- The International Board shall research the exact legal and financial implication of having a Secretariat;
- ELSA shall create clear protocol by specifying the duties, responsibilities, and activities of the ELSA Secretariat;
- The International Board shall launch a request for an offer to association management companies (AMC);
- ELSA shall investigate the possibility of applying for grants in order to cover this expense;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Do you already have a Secretariat? Share this experience of your NG with ELSA International;
- Approach other student associations in Brussels and figure out what the mandate of the secretariat is in their structure;
- What are the responsibilities and powers that such an organ can have?
 - o Office Management: administrative tasks
 - o Web Development: development, administration and documentation of the website
 - o Financial Assistance: invoices and reimbursements
- What grants can you apply for, when it comes to employing a Secretariat?
 - o Create working groups regarding Grants: sharing experiences and knowledge;
 - o Hold relevant educational workshops during internal meetings;
 - o Call for such a position in your team, e.g. a Director for Grants.

BEST PRACTICES

ESU - European Students' Union

The daily work of ESU is taken on by [a professional Secretariat](#) which consists of a Head of Secretariat, an Executive Assistant, a Project Officer, a Project Assistant and a Financial.

Officer, all based in Brussels.

IESN - Int. Exchange Erasmus Student Network

The Erasmus Student Network AISBL is supported by a number of employees that work at the headquarters in Brussels. [The Secretariat](#) takes care of the network's general cooperation and administration. The composition of the Secretariat varies depending on the international projects and grants of ESN AISBL.



TIMEFRAME

2021-2023

The long term sustainability of a Board critically dependent on the structure thereof needs to follow as a step the Board Reform; the implementation stretches over the next two years, right after the Board Reform, so that every Board has the needed time to evaluate the results and effectiveness of the new governance structure.

ANNUAL CYCLE ELSA MEETING

AIM

Develop a performant annual cycle meeting allowing ELSA to plan, review and evaluate the goals to be accomplished during the calendar year.

OPERATIONAL GOALS

- ELSA shall revise the current time frame of international events to ensure enough time for the preparation of such;
- ELSA shall revise and clarify the **Board Management, External Relations, and Expansion** area under the current division between Key and Supporting Area Officers;
- ELSA shall adopt **quality standards** for every international event by taking into consideration all variables inter alia duration of such events;
- ELSA shall reduce the number of internal or external events during international meetings inter alia conference, training;
- ELSA shall revise and clarify the status quo of the second **International Presidents' Meeting** to ensure the purpose of creating an International Governance/Strategic Meeting to review the overall state of the network, open to all members and not only limited to Board Management, External Relations, and Expansion officers;
- The International Board shall investigate the implementation of an e-voting system;
- ELSA shall establish a tool to review and keep checks and balances between the International Board and the Council after the spring International Council Meeting;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Define the International Council Meeting as the Annual Governance Meeting of the elected representatives of ELSA International Members (i.e. the national ELSA Societies);
- Use the ICM as a platform to make decisions and to develop the strategy of the association;
- Sit down with your Board and think of the timeframe and annual cycle that would serve your National and Local Groups best;
 - Should the first meetings of ELSA focus only on knowledge management and sustainable transition?
 - Evaluate if it would be better that the National Council Meetings take place right

after the International Council Meetings in order to establish a continuity in the knowledge management and the decision making;

- Create strategy-making meetings, such as the second IPM of the year, where the focus is the future of your association, in terms of governance, advocacy and sustainable transition;

- The BEE Area (as a President):

- Sit down with your board and ask them for their expectations from their President;
 - External Relations;
 - Board Management;
 - Strategy Making;
 - Expansion?
- Decide on how you can support each one of these focusses,
- Discuss on how everyone can contribute to the strategy-making and the expansion of your Local or National Group;

BEST PRACTICES

CASA Canadian Alliance of Student Associations

CASA follows a distinct annual cycle of core association events that are split by function:

- governance meetings (Board meetings, Annual General Meeting),
- training / networking (Foundations Conference),
- strategic planning (Policy and Strategy Conference) and
- outreach and advocacy.

This allows them to attract the right people to each meeting, stay focused, and implement their mission effectively.



TIMEFRAME

2019-2022

Revising our annual ELSA cycle, the quality standards of our International Internal Meetings, the meaningfulness of having an annual Strategic Meeting and last but not least the importance of clarifying the place of BEE, between the Supporting and the Key Areas is a goal that needs to start already this year. Such important changes need time to be implemented and making our annual ELSA cycle sustainable is a change we have been discussed for many years in our Association.

STRATEGIC GOALS 2019-2023

A LIVING VISION

RATIONALE

While our goal as the biggest Law Students' Association in the world should always remain to clarify and communicate our core purpose, we need to first understand what our philosophy statement means to us. In order for ELSA to present the voice of the law students and young lawyers as a part of the civil society, we need to find the values that express our purposes and reflect our role as an actor in the global community. Human Rights, the Rule of Law and the United Nations Sustainable Development Goals are core values that should always constitute a compass of the ELSA Advocacy.



REFOCUS

AIM

Strengthen the ELSA identity by creating a clear understanding of what the purpose statement means for today's members, in different countries and settings and how it defines and determines our actions.

OPERATIONAL GOALS

- ELSA shall define what 'non-political' means within international association law and practice;
- ELSA shall develop a clear understanding of what the **Philosophy Statement** of the Association means within association law and practice and for its members;
- ELSA shall constantly develop **awareness** and knowledge of **Human Rights** by aligning certain activities with these goals;
- ELSA shall establish **Human Rights partnerships** at least on International and National level;
- ELSA shall create a strategic plan to increase the awareness and knowledge of the **International Focus Programme**;
- ELSA shall research the exact legal and reputational implications of actions such as advocacy (including statements) or any other actions it makes or takes in the pursuit of being the voice of law students;
- ELSA shall aim to foster **mutual understanding** between legal professionals and law students by redefining and understanding what each of these terms implies;
- ELSA shall acknowledge legal matters, as well as engage in activities which encourage social responsibility through a holistic approach;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

Conduct a practical exercise;

- Create a list of the projects that your Local or National Group is organising this year;
 - Contemplate which of the projects cover the purposes of ELSA (legal education, mutual understanding between law students and young lawyers and social responsibility);
 - Not every project has to cover every one of the purposes, however it is very important that every project covers at least one of them;
 - Are you satisfied with the extent that your projects reflect ELSA's purposes?

- Ask your members and partners:
 - What do the three purposes of ELSA mean to them?
 - What do they expect from ELSA in regards to:
 - Legal Education
 - Mutual understanding between law students and young lawyers
 - Social Responsibility
- Human Rights' Partnerships
 - Human Rights Associations and Institutions
 - United Nations
 - Council of Europe
 - Legal Associations
 - Lawyers' Associations
 - National Bar Associations
 - Law firms that focus on corporate social responsibility
- International Focus Programme
 - Restructure the concept of the International Focus Programme through information campaigns on the respective legal focus and human rights which concern and affect society in general;
 - Connect the IFP initiatives with the theme of the ELSA Day and strive towards combining Human Rights with the selected legal topic
 - A great example is this year's Human Rights Campaign of ELSA, with focus on Freedom of Expression online, combining freedom of speech with technology, as a part of the new IFP topic.

WHAT IS THE MEANING BEHIND?

• Social Responsibility of ELSA

1. The definition of social responsibility is having an obligation towards the well-being and progress of society at large. Thus, it means going beyond creating benefits for our members.
2. Discuss in your group what social responsibility means to you.
 - Does it mean partnering with charities and NGOs that work for the better of society?
 - Does it mean raising awareness of issues and social injustices?
 - Or something third?
3. Do our projects and partnerships influence the society and sculpt a more just world?
4. Do our projects and partners reflect the values we have as an association?
5. Are our projects socially inclusive and accessible to all members?
6. Do we promote the value of being a volunteer on a local level?
7. Do we organise projects that benefit the local communities rather than just our members?
 - Local Libraries
 - Teaching the basics of law to young students (law clinics)

BEST PRACTICES

International Federation of Medical Students' Associations (IFMSA)

[The International Federation of Medical Students' Associations \(IFMSA\)](#) was created to impact the world and to empower its members in taking their vision and ideas, and making them a reality. IFMSA has inspired generations of medical students to develop the leadership abilities and skills to take on challenges and to improve the world around them.

Their activities are limited to six strands, all aligned with the mission and vision. Through all programmes, IFMSA not only focuses on training and networking, but always aims to show students that they are not merely passive subjects in a rapidly globalizing world, but rather valuable individuals with a potentially powerful role to play.

IFMSA's focus has also helped to create powerful partnerships (UN, WHO, WMA, UNAIDS,...) and to grow membership to 137 National Member Organisations in more than 127 countries.



TIMEFRAME

2019-2021

In order to become the voice of the European law students, we need to first define what our philosophy statements means to the members, which we wish to represent and the General Partners, which support our Association. Thus, this is a goal to put as a priority in our strategic planning.

SPEAK OUT

AIM

Be 'the voice' of European Law Students.

OPERATIONAL GOALS

- ELSA shall actively find and use strategic and relevant partnerships for effective impact in order to increase the awareness, knowledge and reputability of its events across the network;
- ELSA shall create an **ELSA Advocacy Programme** and develop a clear understanding of what ELSA Advocacy means within its members;
- ELSA shall define and advocate the matters that concern law students;
- ELSA shall research the exact legal, financial, reputational implication of having an ELSA Advocacy Programme;
- ELSA shall constantly develop awareness and knowledge of **Rule of Law**;
- ELSA shall constantly develop awareness and knowledge of the **United Nations Sustainable Development Goals** by aligning certain activities with these goals;
- ELSA shall apply for Sustainable Development grants;
- ELSA shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Create clear guidelines on the ELSA Advocacy Programme
- Decide which are the platforms through which we wish to communicate our values?
 - To what extent can we use the flagship projects of ELSA to do advocacy?
 - How do we best conduct Educational Campaigns?
 - Should we issue Statements; who should issue these and what may the content be?
 - How can we use Policy Papers to further our aims?
- Contemplate which topics we wish to cover?
 - Human Rights
 - The Rule of Law
 - The United Nations Sustainable Development Goals
- Create a library of advocacy events that you have organised:
 - Conferences and panel discussions

- Campaigns
 - Debates
 - Legal writing projects
-
- What does the “European” mean in our name?
 - Which are the members that we are referring to, as an Association? Are we expanding out of Europe, or is Europe our focus for the next four years?
 - Are our projects focused in Europe, or do they have an international focus?

BEST PRACTICES

European Youth Forum

[The vision of the European Youth Forum](#) is to be the voice of young people in Europe. It works to empower young people to participate actively in society by representing and advocating their needs and interests. Its entire programme is built around changing the world for young people, including eAdvocacy and eCampaigns, position papers, statements and press releases.

IFMSA - International Federation of Medical Students' Associations

In the past few years, IFMSA has developed [a clear position on advocacy](#), since it acknowledges that advocacy and medicine are inseparably intertwined. As an international federation, it uses its position to influence decisions taken on at all levels. External representation is a key to IFMSA's success and its delegations contribute to more than 100 high-level conferences, meetings and events.



TIMEFRAME

2020-2023

Going through the refocus on our values and purposes, will allow us to define what ELSA Advocacy means to our members and externals. Advocating for a just world, selecting the key-subjects to focus on, educating and creating awareness is the natural step to follow. Hence, this goal has been placed in the years, following the “Refocus” of ELSA.

CONTINUITY

AIM

Ensure a more cohesive, mutually beneficial and long-term relationships with the partners of ELSA, as well as its Officers and Members.

OPERATIONAL GOALS

- ELSA shall aim to obtain and secure support from renowned partners, institutions and persons on a long-standing basis;
- ELSA shall look into new ways of involving its partners and its trainers with the work of the Association in order to ensure a more cohesive and mutually beneficial relationship;
- ELSA shall obtain and reproduce testimonials from its past members, in order to engage and encourage its present members and officers to maintain involvement after their active years;
- ELSA shall highlight the success of its past members through a variety of means in order to showcase the potential benefits of being active in the Association;
- ELSA shall aim to provide training related to soft skills for its members through creating a training strategy in collaboration with the International Trainers' Pool, as well as through encouraging and aiding the formation of a National Trainers Pool;
- ELSA shall establish formal cooperation with its alumni association, which clarifies the expectations, duties, benefits, and obligations of each party in order to ensure a mutually beneficial relationship;
- ELSA shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Support from renowned partnerships, institutions and persons
 - o Involve your partners in many of your projects and create a strategic partnership;
 - o Create a training scheme through which your partners can support training events of your network, but also train your trainers and update their knowledge;
- Testimonials from the past members, in order to engage and encourage our current members:
 - o Testimonials can be implemented for the specific projects, as well as for membership of ELSA in general;
 - o It can be a post on social media or the website, video or photo testimonial which serves to attract more members.
- Who can conduct a professional training?
 - o The International Trainers' Pool of ELSA;
 - o A law firm;

- o An association management company;
 - o A training company.
- Create an Annual ELSA Training event for networking, training, partying and fun, open to all active members.
 - o While having an
 - o Can be either an Officers Training or a Soft Skills Training;

Soft Skills Trainings might be teambuilding, leadership skills, presentation skills, motivation skills, conflict management, negotiation skills, communication and networking, time management, board management, risk management and etc.

As for the Officers' Trainings, they are primarily giving you skills to tackle a certain ELSA situation. Such as: human resources, strategic planning, project management, chairing, fund-raising, public relations, external relations/institutional relations, public speaking, decision making, leadership.

BEST PRACTICES

IESN



ESN Training is an international training event organised twice a year, Autumn and Spring, with thematic tracks, such as Project Management, Motivation or Intercultural Learning. This 4-day training is hosted by an ESN section, and aims at developing ESN members' skills and competences and help the realisation of underlying soft skills through the methods of non-formal education. One training event usually divides to either two or three thematic tracks with approximately 20 participants and 2 Facilitators per track.

Workshop tracks are designed and customised according to the applicants' wishes and expectations and delivered by Eduk8 Facilitators. Before, during and after the training, the facilitators are supported and monitored by external Mentors, who support the facilitator's development as trainers. After having successfully delivered this 4-day training, if a Facilitators receives an endorsement from their Mentor, they join the Eduk8 pool of Trainers.

Eduk8 Starter is a minimum 7-days long training event, where participants learn how to facilitate knowledge exchange through non-formal education methods. Its main goal is teaching the participants how to plan, design, implement and evaluate short educational workshops on the local and national levels of ESN. Participants develop verbal facilitation and public speaking skills, as well as learn how to give and receive feedback and develop their competences in a certain topic. After the training, the participants have also gained practical experience in delivering workshops.

If participants of Eduk8 Starter receive the endorsement from an external trainer, they join the pool of Eduk8ers.

TIMEFRAME

2019-2023

Continuity in Knowledge Management and External Relations should be an ongoing, never-ending goal of ELSA. Therefore, we need to stretch its implementation all throughout the timeframe of the Strategic Goals of our Association.

STRATEGIC GOALS 2019-2023

AN ENGAGING ASSOCIATION

RATIONALE

Expansion is something that ELSA has been very successful in doing. To represent 44 countries and approximately 70,000 members is the greatest achievement our Association has earned. However, now we have reached the point where it is necessary to evaluate the results of the past 39 years. We need to focus on our members, recognise the value of their contribution to the growth of ELSA, create a community, where everyone feels represented and inside which everyone can continue giving after their “active” ELSA years.



MEMBER VALUE

AIM

Identify and focus on those activities that offer the most value to ELSA members.

OPERATIONAL GOALS

- ELSA shall ensure that it provides the opportunity to its active members to acquire skills for life;
- ELSA shall ensure that all its Officers are recognised internally and externally for their position or skills through cooperation with certified trainers or firms;
- ELSA shall conduct a member satisfaction survey in order to ascertain the areas which need improvement, which shall be conducted annually;
- ELSA shall improve the quality of the reporting in order to most closely meet the needs of its members; inter alia reconsidering the form and the purpose of the State of the Network Inquiry;
- ELSA shall ensure that participation in all its projects yields recognisable and official participation certificates to the members;
- ELSA shall create benefit schemes for its members through programmes which may include but are not limited to an ELSA membership card or an official ELSA membership application;
- ELSA shall create an application which displays the credentials of the member using it, as well as any participation certificates;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- How do you recognise the success of the past members and of the active officers?
 1. Officers' awards
 2. Officers' participation certificates
 3. ELSA membership card
 4. ELSA membership application
- How to conduct a member satisfaction survey?
 1. Set the questions that you wish to have answered
 2. Create a proper survey format, e.g. JotForm
 3. When to share such a survey? During an informative meeting, an annual general

meeting, or the first projects of the year;

4. It would be really beneficial to plan your year according to the expectations and feedback from your network of members and volunteers;

5. Who does the member satisfaction survey refer to?

- Members and non-members?
- Law students and young lawyers?

BEST PRACTICES

#MV2025 – The Member Value 2025 Project

[The Member Value 2025 Project](#) was initiated to help associations take a more structured and practical approach to delivering and communicating member value and relevance. 14 societies and associations are participating in the project, understanding that every new generation of members has new expectations. These expectations have to be addressed in order to offer members reasons for joining and staying. As clear from the graphic below, expected benefits, reasons for joining, communication and targeting preferences have changed dramatically since ELSA was established. Dynamic and member-centric associations will understand and reflect these changes, without losing their core identity.



AIESEC

AIESEC advertises [volunteer opportunities](#) with the slogan 'If we don't change the world, then who will?' and includes stories and testimonials from current volunteers. While demanding a lot from its applicants, it focusses on allowing volunteers to make an impact.



TIMEFRAME

2019-2022

Recognising our members and officers, offering skills and education for life to them is a goal that we need to prioritise. Stretching over the first three years of the implementation of the strategic goals of ELSA, it will allow us to create the necessary tools and strategy, but also to evaluate our results during the final year of the implementation.

COMMUNITY

AIM

Create a strong ELSA social brand, by uniting members and officers under one brand and one vision.

OPERATIONAL GOALS

- Promote a consistent identity towards international legal partners; by creating suitable and consistent marketing materials;
- ELSA shall focus on increasing the understanding of ELSA and ELSA related activities for all its members and in particular externals through informative consultation sessions;
- ELSA shall focus on regional events as a means of making internationality accessible to more ELSA members;
- The websites of ELSA must give a clear and easy to understand overview of ELSA's activities which shall be achieved by conducting an annual review of the website structure and content;
- ELSA shall develop its **brand** and establish a **unified image** as an international and professional association while ensuring the sustainability and consistency of such brand by regulating ELSA brands as well as the brand of its projects more rigidly;
- The corporate identity of ELSA must give a clear and easy to understand the image of ELSA's activities and vision which shall be achieved by conducting an annual review of the corporate identity;
- ELSA shall strive to adhere to the templates and materials provided in the marketing materials database in order to ensure the unified image of ELSA;
- ELSA shall create and carry out a **public relations strategy**;
- The International Board shall explain in each International Council Meeting the steps taken to fulfil this aim.

IMPLEMENTATION TIPS

- Brandbook
 - What is the identity we promote as an Association?
 - Internationally minded?
 - People focused?
 - Socially Responsible?
 - Committed to legal education?

- Create a strong ELSA social brand
 - Market Research covering:
 - Projects and potential projects
 - Various fields of law
 - Law students and young lawyers
 - Member Satisfaction Survey
- Uniformed Branding
 - Add every project of ELSA in the Brandbook of ELSA

BEST PRACTICES

IAPSS - International Association for Political Science Students

[IAPSS](#) has established an international network of ambassadors. These work directly with the international board and are tasked to promote and represent the association's objectives. Ambassadors are also in charge of various tasks related to the public outreach including regional networks; the promotion of IAPSS events; providing updates to head office on member needs and project development.



European Youth Forum

The EYF not only publishes its strategic plan, but also regular updates on the timeline, progress and the key people involved on its website. It's a great tool for everyone to use, consult and check on. It keeps everyone on track and creates pride, responsibility and ownership.



You can find the EYF Implementation Tool [here](#).

TIMEFRAME

2019-2023

Taking into consideration that protecting and regulating the brand of projects more rigidly and carrying out a public relations strategy demand the necessary steps to be taken in a certain course of time, this goal is extended all throughout the period of the implementation of the strategic goals.

RETAIN TALENT

AIM

To retain the voluntary involvement and skills of Officers after their active years, through collaboration with the alumni associations of ELSA.

OPERATIONAL GOALS

ELSA shall:

- Create an **ELSA Mentorship Programme** in which alumni offer help, advice, and mentorship to the present-day Officers of the Association;
- Actively encourage and aid Officers to partake in the alumni associations after their active years, in accordance with the Human Resources Strategy;
- Create an **alumni database** in collaboration with the alumni associations of ELSA;
- Create a **donation system** in collaboration with the alumni associations of ELSA;
- Explain at each International Council Meeting the steps taken towards the achieve this aim.

IMPLEMENTATION TIPS

- Create a Database of the Alumni of your Local Groups and of your National Group;
- Approach the Alumni of your network and present to them the benefits of establishing (or being a part of) your national Alumni Association:
 - Giving back to ELSA;
 - Feeling of inclusion into ELSA's current activities;
 - Connecting with a broad network of legal professionals;
- Cooperate with your Alumni Association in common initiatives:
 - Campaigns on HR, RoL and UNSDGs, on how each topic affects the legal profession;
 - Conferences, Webinars, Legal Writing projects supported by Alumni speakers and academics;
 - STEP Traineeships provided by Alumni legal professionals;
- Promote your Alumni association to your members, as the next step after their active ELSA years;

- Create a donation system, through which Alumni can support your ELSA National Network:
 - Unpaid STEP traineeships
 - The transport of law students and young lawyers to
 - The International Internal Meetings of ELSA
 - The ELSA Delegations
 - The ELSA Moot Courts (EHRMCC, JHJMCC)

BEST PRACTICES

Tuck School of Business at Dartmouth

Dartmouth's alumni offer what every senior undergrad wants: job security. The university's Tuck School of Business links students to the financial capitals of the world through a formal mentorship program. Students are directly connected with alumni that make names for themselves in the big, bad world of business.



TUCK SCHOOL OF BUSINESS
AT DARTMOUTH

TIMEFRAME

2019-2021

Creating a strong relation with your Alumni and cooperating with your Alumni association is a necessary step not only for the continuity of your Group, but also for the success of your external relations. Therefore, this is one of the first goals to achieve in the path of strategic planning for the next four years.

**A JUST WORLD IN WHICH THERE
IS RESPECT FOR HUMAN DIGNITY
AND CULTURAL DIVERSITY**



The European Law Students' Association