Human Resources Strategy 2024-2026 Final Report

Foreword

Dear Network,

We are honoured to present the Human Resources Strategy Final Report of ELSA 2024-2026, which follows the implementation of the Strategy following its adoption at the LXXXV International Council Meeting in Thessaloniki.

The report follows the three pillars of the Strategy: maintaining ELSA as an engaging Association, supporting the ELSA International Team to its fullest potential, and ensuring the experience of being on the International Board of ELSA is valuable and rewarding. For each goal, it sets out what we aimed to do, what we implemented and where we stand today.

The implementation of the Human Resources Strategy 2024-2026 relied to a large extent on the work of the ELSA International Team. Over the period of the Strategic Cycle, the Human Resources Team reviewed the Human Resources management practices in ELSA, created more room for feedback, and developed tools for knowledge management and transition materials. What connects these efforts is the aim that ELSA Officers receive clear guidance, adequate resources and that their time in ELSA is a positive and rewarding experience. The results of these efforts are set out in the following Report.

They also lay the groundwork for the next Human Resources Strategy 2027-2029, which can be built on the lessons learned and the structures we have created.

We would like to sincerely thank everyone who shared feedback, participated in workshops and contributed to the implementation of the Strategy. This success belongs to the whole Network.

ELSAfully yours,





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ELSA as an Engaging Association

Human Resources Management Yesterday, Today and Tomorrow

To ensure consistency and efficiency in Human Resources Management, ELSA International will strive to integrate Human Resources systems across the entire network and establish dedicated Human Resources positions in every National Group. This approach aims to standardise Human Resources practices, streamline processes, and provide consistent support and resources to all Groups within the Association.

Our goal is:

To integrate comprehensive Human Resources systems across the entire network and establish dedicated Human Resources positions in every National Group in order to standardise and enhance practices.

Thus we aimed to implement the above goal by:

- **establishing dedicated HR roles**: ensuring each National Group has a dedicated Human Resources Officer responsible for managing their local Human Resources with the flexibility to adapt practices to meet specific needs;
- **providing a Human Resources transition**: offering transition for newly appointed Human Resources Officers to ensure they are well-equipped to handle their responsibilities;
- **implementing the unified Human Resources system**: introducing a structured Human Resources management system that facilitates data sharing and communication across the network with procedures that can be adopted by all National Groups;
- **regular communication**: creating platforms for regular communication and collaboration between Human Resources Officers across different National Groups to share insights and best practices; and
- **monitoring effectiveness**: regularly assessing the implementation and effectiveness of our Human Resources practices and systems while making necessary adjustments based on feedback.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

The Human Resources Team created an overview of the Human Resources Officers in the ELSA Network and continued to promote the importance of each National Group having a dedicated Human Resources Officer, whether as part of its National Board or in its National Team. This aimed to create a more structured approach to Human Resources management across the ELSA Network.

At the international level, work was undertaken to evaluate and restructure the composition of ELSA International's Human Resources Team. Before the 2025/2026 term, the Human Resources Team was divided into five positions: the Director for Human Resources, Assistant(s) for HR Strategies, Assistant(s) for National Relations, Assistant(s) for Knowledge Management and Assistant(s) for Officer Development. The distribution of responsibilities across the positions was reflected in the tasks, projects, and initiatives managed by the Team. The Director for Human Resources oversaw the Team's overall administration, coordination, and leadership,

while the Assistants took specific roles within the team. During the 2025/2026 term, the Human Resources Team was restructured to implement a more unified Human Resources system. The current Human Resources Team structure includes the Director for Human Resources, Assistants for Human Resources and the Assistant for Knowledge Management.

Human Resources was regularly discussed with Officers through Open Calls and International Internal Meetings (IIMs), providing opportunities to exchange experiences and strengthen knowledge within the Network, with workshops focusing on Human Resources Management (IV International Training Meeting), challenges faced in the Human Resources field (LXXXVI International Council Meeting Antalya and LXXXVIII International Council Meeting Helsinki), HR Strategies (LXXXVII International Council Meeting Malta and LXXXIX International Council Meeting Brno) and generally Human Resources and HR Knowledge Management materials (V and VI International Training Meeting).

Regular communication between Human Resources Officers was facilitated through International Internal Meetings and Open Calls, as well as through the Internal Management social media communication channels. This provided Officers with opportunities to exchange information and share insights and best practices. In addition, the Human Resources section of the Officers' Portal was maintained to ensure materials were up to date. Using the IM Shared Drive more often was also recognised as a way to keep Human Resources materials more organised and easier to access during the 2025/2026 term.

Human Resources practices and systems were assessed regularly through several feedback channels, including workshops, feedback forms for the ELSA International Team, and the anonymous feedback form for the International Board of ELSA.

Knowledge (is the key) Management

In the coming years of the strategy, ELSA International aims to focus on identifying and addressing the Human Resources problems and issues faced by individual National Groups. By creating a comprehensive knowledge base, ELSA International seeks to enhance information sharing and support across all levels of the Association.

Our goal is:

To develop a robust internal knowledge management system that captures valuable Human Resources insights and best practices from National Groups, ensuring consistent Human Resources management throughout ELSA.

Thus we aimed to implement the above goal by:

- **identifying common HR challenges:** conducting National Relations Interviews (e.g., by SWOT analyses and surveys) with National Groups to identify common HR issues and challenges they face;
- **collecting best practices**: Gathering successful HR strategies and solutions from different National Groups to create a repository of best practices;
- **developing a knowledge base**: creating an accessible online knowledge base that houses all collected HR information, resources, and best practices;
- **facilitating regular workshops**: organising workshops and meetings where National Groups can share their experiences and solutions to HR challenges;

- **providing training on knowledge management:** offering training sessions to ensure all team members are proficient in using the knowledge management system and tools; and
- **monitoring and evaluating the system**: regularly evaluating the effectiveness and usage of the knowledge management system, making improvements based on feedback and evolving needs.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

The Human Resources Handbook has been revised and, within this context, the Human Resources Model of ELSA was established. To support its implementation, a comprehensive description of the different steps within the Human Resources Model was provided. The aim was to categorise the various stages of involvement with ELSA in order to establish a basis for introducing best practices at specific key points and for resolving existing challenges.

To identify the variety of situations in the field of Human Resources across the Network, the position of Assistant for National Relations in ELSA International's Human Resources Team was established and later evaluated in terms of the usefulness of the position. Based on the National Relations interviews conducted as part of this work, databases for addressing those various situations and issues across the Network were created.

As a result of these databases and by evaluating the minutes of previous workshops, common Human Resources challenges were evaluated. By incorporating the National Relations Interviews into the Coaching System and thus strengthening it, the position of Assistant for National Relations was discontinued.

To help National Groups with the development of their own Human Resources Strategies, a range of resources has been created for this purpose.

Workshops on the overall scope of Human Resources within ELSA, but especially on common Human Resources challenges and knowledge management, were conducted at every International Council Meeting after the introduction of the current HR Strategy.

Similarly, ELSA Trainings on Knowledge Management were offered during the V and VI International Training Meetings in order to provide practical guidance for the Network. In this context, efforts to promote ELSA Training and the International Trainers' Pool were strengthened by maintaining quality and raising awareness through workshops at multiple International Council Meetings.

Lastly, for the purpose of user-friendliness and clarity, the Officers' Portal has been reviewed, evaluated and restructured. In addition, the ELSA Wiki was reorganised and brought up to date, with existing content being updated and new content added. The aim was to provide Officers with a comprehensive overview of all areas and projects, convey the fundamentals, and create references to the more extensive materials available on the Officers' Portal.

Ambition and Commitment

To cultivate a culture of high ambition and strong commitment across the entire ELSA Network, it is essential to implement initiatives that support these values among all members. By fostering

an environment where ambition and commitment are valued and rewarded, ELSA can ensure that its members are motivated and dedicated to achieving the Association's goals.

Our goal is:

To foster a culture of ambition and commitment throughout the entire ELSA Network, ensuring all members are motivated and dedicated throughout their term and streamlining the varying levels of ambition and commitment.

Thus we aimed to implement the above goal by:

- **building a strong community:** encourage collaboration and support between different Officers and Groups within in the Network to strengthen relationships and share best practices;
- **fostering recognition programs**: continuing and finding new regular recognition programs that celebrate the achievements and contributions of individuals and teams;
- **developing the ELSA Skills Academy with Professional Development opportunities**: offering workshops, seminars, and training sessions that provide members with opportunities to develop new skills and advance their careers;
- **enhancing feedback mechanisms**: further improving our systems for regular feedback and suggestions, ensuring members feel heard and involved in decision-making processes; and
- **introducing well-being initiatives**: introducing initiatives that promote physical and mental well-being, such as stress management workshops and access to resources for support.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

ELSA International continued to promote in-person International Internal Meetings (IIMs) as a platform for collaboration and exchange of best practices among Officers and Groups within the Network. Support for organising IIMs was provided through improved resources and new knowledge management tools. An IIM Hosting Handbook was published to help National Groups take on hosting IIMs.

To lower the threshold for communication across the ELSA Network, WhatsApp Communities were established each year as a means of facilitating communication and exchange within the Network.

Efforts to foster recognition programs across the ELSA Network were carried out during the Cycle of the current Strategic Plan of ELSA 2023-2028. At the start of the Cycle, the ELSA Awards were promoted, for example during the Human Resources workshop at the LXXXVII International Council Meeting Malta, and served as the basis for the presentation of national awards. Workshops on the topic also encouraged National Groups to implement their own awards systems. Towards the end of the Cycle, the existing recognition programs, in particular the ELSA Awards, were evaluated with a view to restructuring or concluding the system in its current format.

The ELSA Skills Academy was merged into Career Launch to reach a broader audience and make better use of the opportunities within the Professional Development Area. Furthermore,

Officers' professional development and career opportunities after ELSA were discussed at International Internal Meetings.

Opportunities for members to give feedback were broadened over the past three years. Two feedback forms are now offered, and an anonymous feedback form for the International Board of ELSA remains available for members at all times. Feedback was also gathered through workshops held at every International Internal Meeting. Using this feedback and building on the efforts made over previous terms to align the Human Resources area more closely with the needs of the Network, initiatives and practices in Human Resources management in ELSA, officer development, and knowledge management were evaluated and restructured.

Ideas for wellbeing initiatives were also discussed, and the Welfare Team of the ELSA International Team has been working towards developing and providing such initiatives. Although their full implementation goes beyond the Cycle of the Human Resources Strategy 2024-2026, ELSA Training sessions on stress management are offered, a workshop on mental health was held at the LXXXIX International Council Meeting Brno, and another workshop will take place at the XC International Council Meeting Budapest.

ELSA International Team to the Fullest Support

Structural Consolidation

With the exception of small modifications, ELSA International has relied on its existing Team structure for the past half-decade. This has allowed the organisation to cater for different personalities, while also maintaining the effective organisation behind our Flagship projects. Nevertheless, the continuous growth of the Team has inadvertently led to increasing bureaucracy and difficulties in team management from the perspective of the International Board, whereby Officers are left with a lack of knowledge management and supervision, ultimately resulting in demotivation and decreased productivity.

Our goal is:

To consolidate the existing structure of the ELSA International Team, taking into account the current needs and workload of the International Board of ELSA.

Thus we aimed to implement the above goal by:

- **re-evaluating position utility:** evaluating the benefit of each position within the ELSA International Team, as well as their contribution to the overall Association and project management;
- **integrating similar positions:** identifying and merging positions with similar objectives and tasks in order to increase productivity and foster a motivated environment;
- **reducing bureaucracy**: simplifying and automating administrative processes to reduce unnecessary elements and allow team members to focus on their core responsibilities while implementing solutions to streamline workflows and improve efficiency;
- **improving supervisory support:** establishing clear supervisory structures, Human Resources Management training possibilities and support systems to ensure that all team members receive adequate guidance and instructions;
- **abolishing redundancies:** removing positions which no longer serve a meaningful purpose while ensuring that the removal process is transparent; and
- **rethinking recruitment timelines:** adjusting the timeline for recruitment of the ELSA International Team in accordance with the extended term in office until the 31st of August each year.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

To consolidate the structure of the ELSA International Team (EIT), the Human Resources Team created and currently maintains an overview of the EIT Officers and positions. The benefit of each position and team is evaluated on a term-by-term basis to ensure that each Officer has a sufficient and well-defined workload.

Positions work together both within and across Areas, with points of contact that enable effective collaboration, while responsibilities do not overlap inefficiently. To this end, some team structures were adapted and, where applicable, made more specific or more general, as was the case with the structure of the Human Resources after the 2025/2026 term.

The EIT term begins with signing the NDA, which is largely automated; as things progress, the IT Team and the Administration Team provide technical and administrative support.

Supervisory support was strengthened through roadmaps and transition welcome packages for most Director positions and teams for the beginning of the EIT term. Each Area maintained transition handbooks and checklists, and the EIT received specific training and knowledge management tools.

Finally, the term of the ELSA International Team was extended until the 31st of August each year at the LXXXV International Council Meeting Thessaloniki, and recruitment as well as yearly planning timelines were adjusted accordingly. With this change, the onboarding and offboarding processes for the International Board of ELSA and the EIT have been simplified.

Recruitment Standards

The absence of unified recruitment standards can lead to inconsistencies and inefficiencies within the ELSA International Team recruitment. This variability can result in mismatched expectations, unequal assessment of candidates, and overall reduced team cohesion.

To address these issues, it is essential to establish robust recruitment standards and practices that ensure transparency, fairness, and clarity about what it entails to be part of the ELSA International Team. Such standards, in turn, will attract qualified and motivated candidates who are both well-informed and well-suited to contribute to the Association's success.

Our goal is:

To establish robust standards and practices within the recruitment of the ELSA International Team, while being transparent and open about what being a part of the team is like.

Thus we aimed to implement the above goal by:

- **projecting involvement:** showcasing what involvement in the ELSA International Team entails through revised and detailed job descriptions, as well as heightened social media presence;
- **making information accessible**: develop comprehensive recruitment materials, beyond job descriptions, that explain the benefits, opportunities and challenges of being part of the ELSA International Team which are accessible and shared through the relevant channels;
- **standardising the process**: further develop the recruitment process that includes clear timelines, steps, and evaluation methods and allows for thorough evaluation of the candidates while maintaining efficiency;
- **promoting diversity and inclusion**: ensuring that the process actively promotes diversity and inclusion by reaching out to a diverse pool of applicants;
- **enhancing transparency:** increasing the transparency of the ELSA International Team candidate selection process, by making the recruitment standards and guidelines publicly-available; and
- **evaluating regularly:** evaluating all recruitment standards and procedures periodically.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

The recruitment standards are publicly available and are displayed on the ELSA Website for every application period for the ELSA International Team (EIT). Job descriptions, recruitment standards and procedures for the EIT are evaluated, unified and updated on the basis of testimonials and feedback from EIT members each year.

To show what involvement in the EIT entails and make it more approachable and people-focused, pictures of EIT members were included in the Call for the EIT that was shared on social media.

EIT members have been given the opportunity to speak about their work and projects themselves during International Internal Meetings. Additionally, EIT members can conduct workshops themselves, including EIT-specific workshops that introduce the concept and day-to-day workings of the teams. These sessions help to overcome any hesitation about applying and foster a sense of accessibility and motivation.

Recruitment timelines are now made available to the Network early on, which makes the process more transparent and easier to plan for. To widen access to EIT positions, second application periods and calls for vacant positions were introduced, giving Officers further opportunities to apply after the first application period. In addition, accessibility, diversity and inclusion in the EIT have been brainstormed as a basis for further work. For this, a position in the EIT, Assistant for Diversity and Inclusion, was created and filled in recent years.

Communication and Cooperation

Inefficient communication and collaboration within the team can obstruct the effectiveness and productivity of the ELSA International Team. To address this, it is essential to implement an internal communication system that fosters better collaboration and enhances overall efficiency.

Our goal is:

To strengthen internal collaboration with a modern internal communication system, which will increase efficiency and effectiveness.

Thus we aimed to implement the above goal by:

- **developing communication channels:** introducing communication channels for area-wide collaboration and communication;
- **encouraging open dialogue**: fostering a culture of open dialogue where team members feel comfortable sharing ideas, providing feedback, and discussing challenges;
- **scheduling regular area team meetings**: regular area team meetings as an opportunity to discuss ongoing projects, developments and to address any issues;
- **fostering a collaborative culture:** maintaining a collaborative culture through regular team calls, team trainings and team-building activities; and
- **diversifying communication:** utilising various communication channels, such as social media, newsletters, and targeted email campaigns, to raise awareness about EIT vacancies and application deadlines.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

With a wide range of communication options available, such as e-mail, social media, and face-to-face communication, the aim of diversifying communication within the ELSA International Team (EIT) and towards the Network has been largely met. WhatsApp communities were introduced as the main communication channels for the EIT to encourage collaboration and communication between Area teams, and a co-working link on Google Meet was created so that Officers can work together and cooperate directly.

Regular meetings are organised between the Directors and their respective International Board members, as well as regular team meetings. To encourage open dialogue, EIT members have the option of submitting feedback to the International Board of ELSA through the mid-term or end-of-term feedback forms, and feedback mechanisms were implemented in team calls and workshops at International Internal Meetings.

A collaborative culture is further supported by opportunities to partake in EIT-specific ELSA Trainings and ELSA Delegations, and by team-building activities organised during the International Internal Meetings. Communication about the EIT was also diversified; vacant positions were promoted on social media and mailing lists, and the EIT was promoted in the HR Newsletter that was sent to the mailing lists in the 2023/2024 term.

Team Engagement

Ensuring sustained engagement and motivation of the ELSA International Team is crucial for the success of the Association. To achieve this, it is important to provide opportunities for personal and professional growth and an environment where our officers feel valued and engaged. By implementing initiatives that recognise achievements, provide opportunities and encourage active participation, we aim to boost the encouragement.

Our goal is:

To motivate Officers to increase their engagement with the ELSA International Team through opportunities for their personal and professional growth by creating a supportive and rewarding environment that recognises contributions and fosters personal and professional development.

Thus we aimed to implement the above goal by:

- **setting goals and expectations**: Clearly defining team goals, roles, and expectations to ensure everyone understands their responsibilities and how their work contributes to the overall objectives;
- **implementing recognition programs**: establishing recognition programs to celebrate achievements and contributions through personal and public acknowledgements and a transparent system of member benefits;
- **providing professional development opportunities:** offering workshops, seminars, and training sessions that provide members with opportunities to develop new skills and advance their careers;

- **offering mentorship initiatives:** create mentoring opportunities where experienced team members provide guidance, support and advice to new team members;
- **celebrating successes**: regularly celebrating team achievements and milestones to build a positive and motivated team environment and highlighting both individual and collective successes;
- **improving the sense of ownership of our EIT:** encouraging team members to take ownership of their work and actively participate in the decision-making processes and strategic planning within ELSA International; and
- **developing satisfaction surveys:** further improving our systems for direct and structured feedback from team members regarding their experiences, engagement levels, and areas for improvement to make informed decisions about enhancing team dynamics and necessary adjustments.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

The objectives and expectations for a term are consistently set out in various ways. Goals and expectations of the ELSA International Team (EIT) were clarified by revising job descriptions and explaining responsibilities during EIT interviews and team meetings. Following the appointment, the EIT members are part of the transition. For this purpose, Welcome Packages as well as the EIT Roadmaps have been created and made available for almost all positions.

Participation of the EIT Delegation at International Internal Meetings was enhanced, helping EIT Delegates feel more involved in and responsible for their work.

To recognise and celebrate EIT contributions, an internal Recognition Protocol was drafted and released, and the Human Resources Team has been developing it further. While the HR Newsletter was circulated, the newsletter included an EIT Highlight section, and the introduction of an ELSA International Team Newsletter is being discussed.

Professional development opportunities were supported through ELSA Training and ELSA Delegations dedicated specifically to the EIT, and through the joint development of knowledge management and the ELSA Skills Academy with the Professional Development Area.

Finally, exit calls and offboarding were established, and the satisfaction surveys created a feedback mechanism from the EIT to the International Board of ELSA.

The International Board as a Worthwhile Experience

Transparency and Information

There is a lack of information regarding the roles, expectations, and commitments surrounding the positions on the International Board of ELSA. This lack of clarity prevents prospective candidates from making informed decisions about their candidacy. To address this, it is crucial to provide clear, detailed, and accessible information.

Our goal is:

To enhance the succession planning and the attractiveness of candidacy for the International Board's positions via increased transparency and information, ultimately ensuring a robust pipeline of qualified successors for International Board vacancies, thereby strengthening the organisation's leadership and continuity.

Thus we aimed to to implement the goal by:

- **facilitating information:** hosting informational sessions featuring current members of the International Board to share their experiences and provide insights into the responsibilities and benefits of serving on the International Board;
- **enhancing transparency:** improving transparency regarding the financial implications of membership in the International Board to dispel misconceptions and provide clarity for potential candidates;
- **being clear:** formulating clear job profiles outlining the roles, responsibilities, and expectations of members of the International Board to provide concrete information for interested candidates; and
- **diversifying communication:** utilise various communication channels, including social media platforms and newsletters, to reach a wider audience and raise awareness about candidacy opportunities in the International Board.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

As a first step to enhance the attractiveness of candidacy for the International Board of ELSA, relevant information was gathered and later made available to the Network.

An information sheet about candidacy for the International Board was drafted and planned for release to provide potential candidates with centralised and accessible information about the candidacy process. The job descriptions for the International Board positions were maintained and updated on a yearly basis to ensure that information about the respective positions remains accessible and up to date.

Information about the International Board experience was shared through mailing lists, information sessions and Open Calls to lower the threshold for potential candidates to access relevant information.

To further improve access to information about the International Board experience and the candidacy process, Open Calls for potential candidates for the International Board were hosted

at an appropriate time during the term, and a workshop was hosted during the V International Strategy Meeting in Malmö.

By this means, potential candidates were encouraged to ask questions to current and previous International Board members in order to facilitate direct access to information and personal experiences regarding the International Board.

Ultimately, with the aim of highlighting the personal component of being part of the International Board, as well as further lowering the threshold to accessing information, insights into the everyday life of current members of the International Board were showcased on social media.

A Supportive Environment

The candidacy process for the International Board of ELSA can be challenging and overwhelming, with a lack of a supportive environment to guide candidates through the process. To address this issue, it is essential to create a comprehensive support system that helps candidates navigate the candidacy process with confidence and clarity.

Our goal is:

To foster a supportive environment throughout the candidacy process to the International Board of ELSA, mitigating perceived barriers and creating a sense of proximity.

Thus we aimed to to implement the goal by:

- **facilitating contact:** facilitating communication with former members of the International Board through International Internal Meetings (IIMs) to allow potential candidates to gain broader insights and ask questions;
- **creating a mentorship culture:** establishing mentorship programs pairing past members of the International Board with potential successors to provide guidance, support, and encouragement throughout the application and transition process;
- **promoting inclusivity:** fostering a culture of inclusivity and support within the organisation, emphasising the value of diverse perspectives and contributions;
- **training officers:** organising training sessions and knowledge transfer opportunities to equip potential candidates with the skills and knowledge necessary for the Candidacy Process and their prospective future roles within the International Board;
- **formulating guidelines:** developing a supportive International Board Candidacy Guideline outlining the application process and providing resources for candidates;
- **addressing bureaucracy:** acknowledging and addressing concerns regarding intimidation and formality associated with the positions in the International Board, emphasising the inclusive and supportive nature of the Association; and
- **fostering resourcefulness:** providing resources and support to help potential candidates navigate the application process and overcome any challenges or barriers they encounter.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

To give potential candidates and future members of the International Board broader insights,

they were encouraged to contact current and former International Board members with questions, facilitating direct exchange and access to personal experiences. This communication was facilitated on multiple occasions, especially during International Internal Meetings.

In order to provide potential candidates and future members of the International Board with additional guidance and support, an outline for a mentorship programme, pairing past members of the International Board with potential successors to provide guidance, support, and encouragement throughout the application and transition process, was planned, but following evaluation, it was not taken any further

Along with a collection of past candidacy materials, an information sheet for potential candidates was drafted and planned for release to provide accessible guidance and support throughout the candidacy process.

With the aim of identifying and reducing potential barriers for candidates and International Board members, bureaucracy and similar concerns relating to the International Board were discussed and addressed during workshops at the V International Strategy Meeting in Malmö.

Benefits and Impact

Involvement in the International Board of ELSA can often seem daunting, and there is a lack of clear understanding amongst the Network about the concrete benefits and opportunities that arise from such involvement. To address this, it is crucial to clearly articulate and communicate the advantages and positive outcomes of serving on the International Board.

Our goal is:

To highlight the personal and professional benefits arising from serving on the International Board.

Thus we aimed to to implement the goal by:

- **promoting opportunities:** showcasing the personal and professional development opportunities available to members of the International Board, such as skill-building workshops, networking events, and exposure to international perspectives;
- **emphasising impact:** emphasising the meaningful impact members of the International Board can have on advancing the Association's mission and goals;
- **showcasing stories:** sharing and highlighting success stories, testimonials and tangible outcomes of previous International Board members; and
- **promoting effectively:** creating visually appealing promotional materials that effectively communicate the benefits and rewards of serving on the International Board, incorporating testimonials and success stories from current and former members of the International Board.

Implementation efforts:

We have implemented the above goal by taking the following implementation efforts:

Opportunities to join the International Board were promoted through multiple information channels, such as Open Calls, mailing lists, social media and during International Internal

Meetings. The impact of being part of the International Board was highlighted in an identical manner.

To further highlight the benefits and impact of being part of the International Board, potential candidates were encouraged to connect with current and former International Board members and learn from their personal experiences, providing a direct insight into the value of serving on the International Board.

As a complementary measure, visually appealing promotional materials were created to effectively communicate the benefits and rewards of serving on the International Board and enhance the visibility of the opportunities presented through the aforementioned initiatives.