

ONE YEAR OPERATIONAL PLAN

INTERNATIONAL BOARD
2019/2020



elsa

The European Law Students' Association

Table of Contents

FOREWORD	2
VALUES	3
Commitment	3
Engagement	3
Sustainability	3
Adaptability	3
Pragmatism	3
FOCI	4
Legality	4
Social responsibility	4
Knowledge management	5
Continuity	5
Innovation	7
Contribution to legal education	7
Quality management	8
Communication	8
Branding	9

FOREWORD

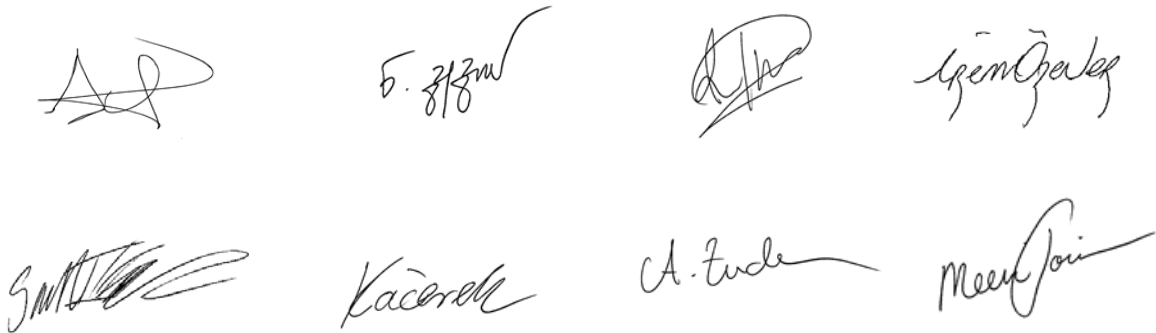
Dear Network,
Dear Friends,

It is our pleasure to share with you our One Year Operational Plan (OYOP) for the term 2019/2020. After almost two months of living in the ELSA House, we are filled with determination to work with the Network in an open and collaborative manner.

We strived to keep our OYOP as simple and short as possible. The content is divided into two sections describing, first, our values and, second, the areas of focus. The Values section puts forth five pillars on which we wish to build our actions the upcoming year – commitment, engagement, sustainability, adaptability and pragmatism. Remaining true to these Values, the Foci section elaborates the concrete areas of action.

We hope that you will enjoy reading the following pages and that the content sparks inspiration in you. As ELSA International, we stay committed to you, the Network, and we look forward to the great things this term has in store!

ELSAfully yours,

The block contains eight handwritten signatures arranged in two rows of four. The signatures are in black ink and vary in style, from cursive to more stylized. The first row includes a signature that looks like 'A. J.', a signature that looks like 'S. J.', a signature that looks like 'A. J.', and a signature that looks like 'Irem'. The second row includes a signature that looks like 'S. J.', a signature that looks like 'Kacere', a signature that looks like 'A. J.', and a signature that looks like 'Meeri'.

Diomidis, Nana, Sotiris, Irem, Sarah, Jakub, Aleksandra and Meeri
ELSA International 2019/2020

VALUES

Commitment

Being mindful of our purpose, we stay committed to the aims of ELSA. As young legal professionals, we appreciate the trust and responsibility laid upon us by the International Council. Hence, we aim to remain accountable towards the Network by devoting ourselves to excellence. This being said, we are committed to seeing our work through, thus providing a proper platform for future International Boards of ELSA.

Engagement

Representing a united network, our shared vision is to engage our multicultural Network by being transparent, attentive and inclusive. We wish to encourage and inspire change through the Network to the International Council. Therefore, our aim is to embody the course of direction set by our Network through active listening and multi-layered collaboration.

Sustainability

Recognising the need to be a forward-facing student association, we embrace the contemporary changes affecting law students and young legal professionals. We wish to focus on proper knowledge management and invest in the needs of future ELSA generations whilst not losing touch with the foundational roots on which ELSA has grown.

Adaptability

Appreciating the history, the traditions and the contribution of our predecessors, we acknowledge the need for evaluating the practices of our Association and being adaptive where necessary. By thinking outside of the box and collaborating with other associations, we aim to gain the knowledge necessary for modernising our work processes.

Pragmatism

Understanding the importance of developing our Association and setting ourselves goals, we are aware of the obstacles faced by our predecessors. Hence, we wish to maintain a realistic approach, as a team, for the targets that we set for our term ahead. This is embodied in our common attention on simplification and modernisation.

FOCI

Legality

ELSA is present in 44 different jurisdictions including EU, EEA and non-EU countries. The Association is registered in the Netherlands and managed from the seat in Belgium. Thus, ELSA is subject to a wide variety of legislation that we, as a law students' association, naturally should be in compliance with. ELSA is in an ongoing process of becoming compliant with the General Data Protection Regulation (GDPR), however, other important legality issues include the regulation of inter partes relationships with inter alia external partners and the ELSA International Team, the regulation of participation in international events, and the compliance with intellectual property law in relation to inter alia copyright and trademark law.

Means

- By researching the opportunity of commissioning an external to analyse the data protection needs of ELSA as a whole;
- By implementing privacy policies across all points of data collection;
- By setting down a GDPR team to assist the International Board;
- By researching the requirements for volunteering agreements with the ELSA International Team;
- By revisiting contracts with externals and initiating negotiations where no contract or similar is currently found in order to unify the contractual relationships with externals;
- By researching the terms necessary for participation in international events and projects of ELSA;
- By ensuring the copyright to publish text, photos, logos, illustrations, etc., both physically and online; and
- By researching if ELSA has the right to all of its logos and take steps towards ensuring such rights.

Social responsibility

Most of the initiatives undertaken by the Network in the scope of the Key Areas are focused strictly on the academic contribution to legal education. Representing the organisation that gathers almost 70,000 law students and young lawyers from all over Europe, we believe that we have the resources to have a bigger and wider impact, affecting not only the legal environment but society in general. Throughout different forms of advocacy, we aim not only to implement the Strategic Goals 2019-2023, but, more importantly, embody the core of the Association, which is the vision of ELSA.

Means

- By restructuring 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;
- By setting the goal for the Legal Research Groups to combine academic contribution with having more impact on society; and
- By being a voice of law students and young lawyers during ELSA Delegations, using the scientific contribution of the Legal Research Groups.

Knowledge management

It is essential for the sustainability of the Network to keep, maintain and transfer the core knowledge about ELSA to the future generations of our Association. The objective is to ensure that this know-how is distributed and accessible at the right place and time.

Means

- By planning the following transition throughout the whole year;
- By creating user-friendly websites (e.g. the Officers' Portal and elsa.org);
- By simplifying handbooks and manuals; and
- By organising archives to prevent loss of data and protect the institutional knowledge.

Continuity

ELSA cycle of life

Active engagement of an ELSA member usually finds its end after law school. Hence, we struggle to keep our alumni connected to the core values and purposes of ELSA. The link to our alumni association has lost its special mark over the years, even though an official relationship with ELSA could generate many opportunities for the Network. Thus, our main focus will be to extend the period of activity to continue after graduation. At the same time, we recognise the potential for engaging prospective law students in the activities of ELSA, thus preponing the period of ELSA activity.

Means

- By inspiring the National Groups and Local Groups of ELSA to engage prospective law students in their events and projects organised;
- By fostering mutual understanding between young lawyers and law students through the definition and understanding what each of these terms implies;

- By establishing a formal cooperation with our alumni association, which clarifies the expectations, benefits, and obligations of each party in order to ensure a mutually beneficial relationship;
- By actively encouraging and aiding Officers to partake in the alumni association after their active years, and
- By taking the necessary steps in order to implement an Advisory Body, in which one member of the alumni association of ELSA shall sit.

Continuity of the association

It is without question that establishing continuity in human resources and long-term financial stability constitutes a challenge threatening the survival of ELSA. We need to establish a proper foundation in order for our Association to expand further and achieve a distinctive quality. Despite the size of our Network, we still struggle with the efficient use of human resources and finding hosts for our international meetings and events. Furthermore, our Network is diverse in terms of structure and resources, and therefore, one size does not fit all. Thus, we need a better understanding of the unique needs of our Network in order for diversity to be an advantage for ELSA.

Means

- By pragmatically utilising the State of the Network reports to realise the challenges faced by National Groups of ELSA;
- By aligning the Coaching System with the realistic needs of the National Groups of ELSA;
- By adjusting the International Internal Meetings to be more reflective of the needs and expectations of the Network;
- By focusing on efficient and sustainable human resources management whilst guiding the Network through the implementation of the new Human Resources Model;
- By exploring the opportunities to establish a uniform Human Resources Strategy;
- By implementing the newly created Financial Strategy efficiently and transparently;
- By creating a grants strategy and establishing a grants team operating with a mandate exceeding the duration of one year; and
- By improving the utilisation of the ELSA Development Foundation through exploring the opportunities of aligning the cycles thereof with the annual cycle of ELSA.

Innovation

Taking into consideration the need for adaptability, we wish to remain open-minded for changes driving our path forward. Our goal is to make our International Council Meetings efficient and modernise the content and methods of our communication. In achieving this, we should be led by constant feedback from ELSA members and non-members alike regarding ELSA's activities.

Means

- By researching the means to implement e-voting during our International Council Meetings;
- By using our webinar platform to pass and maintain knowledge regarding our activities both internally and externally;
- By taking the necessary steps to modernise the outlook and update the content of our social media platforms and our websites; and
- By considering the reintroduction of market research as a tool to obtain feedback on the activities of ELSA and topical legal issues.

Contribution to legal education

It is part of the purpose of ELSA to contribute to legal education and hence also one of our focus points. ELSA is in a unique position to provide extracurricular opportunities for its members and improve their educational experience, thus the educational benefits of our activities should be constantly evident. However, we wish to reach further than merely providing legal education for law students and young lawyers. Consequently, we strive to use our activities and platforms to educate society as a whole.

Means

- By ensuring that International Conferences of ELSA have an educational outcome which should materialise in the form of a post-conference publication;
- By developing ELSA Webinars into a project that makes ELSA internationally recognised as a legal expert in the respective field;
- By connecting the ELSA Law Review to the Legal Research Groups for former participants to be encouraged to submit individualised research to the ELR; and
- By re-establishing the image of the ELSA Law Review as a platform for law students and young lawyers to publish their legal research.

Quality management

The re-occurring focus of our Association is on the continuous improvement of ELSA's projects in order to enhance their educational dimension and sustained success. Yet every year, the challenges faced are different. We should ensure a long-term direction for each project, thus enabling us to build on the success of previous years whilst appreciating the mistakes of the past.

Means

- By efficiently executing the coaching system for ELSA Law Schools to ensure compliance of the ELSA Law Schools organisers with the quality standards and requirements of the project;
- By ameliorating the structure of the European Human Rights Moot Court Competition through the implementation of mandatory Regional Rounds and ensurance of sustainable finances;
- By culturing good relations with the sponsors of the John H. Jackson Moot Court Competition in order to expand the project;
- By providing a support system to National and Local Moot Court Competitions organised around the Network through encouraging the organisation of National and Local Moot Court Competitions with a harmonised focus on the International Focus Programme topics; and
- By addressing the legal issues affecting Student Trainee Exchange Programme through engaging the Network and seeking external advice.

Communication

External communication

Every year, ELSA focuses on different fundraising targets without fully considering the work that has already been done. We tend to lack a strategy in our external relations, reflecting in the inconsistent identity promoted to legal partners and institutions. Additionally, we struggle to involve our partners in our activities and goals, which results in not capitalising the full potential of our relationship.

Means

- By creating an external relations strategy which connects all of our legal partners and engages them in our activities;
- By striving towards the establishment of a public relations strategy which will promote a consistent identity towards legal partners;
- By ensuring that the websites of ELSA give a clear overview of ELSA and function as a selling point to externals; and

- By establishing an ELSA Newsletter to connect ELSA members and our partners.

Internal communication

Comprehending the need of the Network to be informed about ELSA International's activities, we aim to establish clear and constant communication. This communication will not only aim to support the Network when challenges arise but also to convey a holistic overview of the actions that have been taken.

Means

- By ensuring clear and constant interaction via diversified communication platforms adjusted to the needs of the Network;
- By creating transparency regarding the work of ELSA International through sending Monthly Reports and Activity Reports; and
- By creating an overview of important internal and promotion deadlines.

Branding

Although some of ELSA's projects have existed in the Network over a considerable period of time already, they lack uniform branding. Hence, these projects have not yet fulfilled their full potential in contributing to the values and purposes of ELSA. Furthermore, reflecting the evolving nature of our Association, a revitalising face-lift to some of the oldest ELSA projects is necessary. This way we strive to ensure that all projects of ELSA remain relevant and aligned with the general brand, values, and aims of our Association.

Means

- By introducing a unified brand, logo and certification method for ELSA Trainings;
- By ensuring unified quality standards for the International Trainers' Pool and the applied methods of providing training;
- By creating a unified brand of the ELSA Negotiation Competition through introducing a set cycle and quality standards;
- By implementing the learnings from the unification process of ELSA Law Schools and the coaching system utilised in the Student Trainee Exchange Programme to the ELSA Negotiation Competition;
- By fostering a stronger focus on human rights and the International Focus Programme in the Student Trainee Exchange Programme; and
- By exploring the synergies existing between the Student Trainee Exchange Programme and ELSA's other projects.