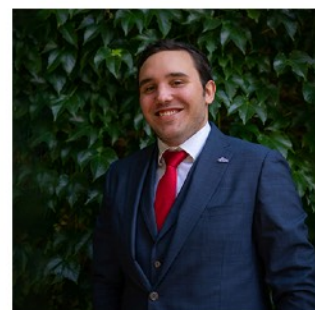
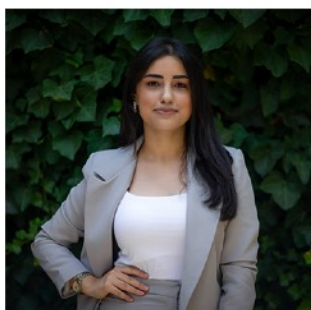
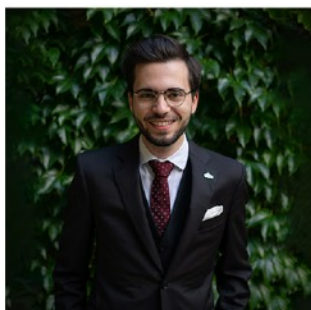


# ONE YEAR OPERATIONAL PLAN

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INTERNATIONAL BOARD  
2021/2022



*elsa*

The European Law Students' Association

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## FOREWORD

Dear Network,

When looking towards the future it is important to reflect on the past. Last term, we decided to refocus on the core foundations on which our Association was built and now, it is time for all of us to be that change. For that reason, this One Year Operational Plan was created based on the concept of #BeTheChange. Together with all of you, we can achieve the points presented in this document and even more. After embracing the digital reality, we have all recognised the importance of being an engaged community, having a clearer goal, and working sustainably.

### COMMUNITY

Our community is our main driving factor. New people join ELSA every year to be a part of our remarkable Network. Now it is time to focus on the bigger picture, the community which includes not only our members but also our Alumni, our partners and all the law students and young lawyers for which we develop our initiatives.

### PHILOSOPHY STATEMENT

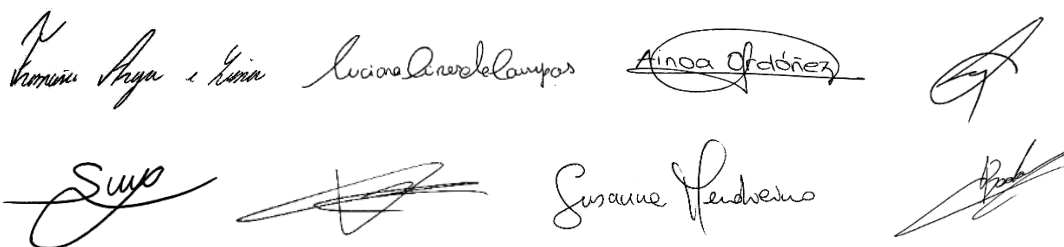
The second part of this document will be dedicated to our Philosophy Statement, and with it, we want to go back to our roots, focus on ELSA's purposes, and establish one clear direction that will guide all of our actions. In this sense, we will give more importance not only to contributing to Legal Education but also to fostering Mutual Understanding and promoting Social Responsibility.

### SUSTAINABILITY

As we try to bring change for the years to come, it is also relevant to keep our Association sustainable for the foreseeable future. By doing so, we work not only on the longevity of ELSA but also on the wellbeing of the world around us. With this in mind, we need to work on our financial sustainability, on our environmental footprint, on modernising and on helping our Officers reach their full potential.

The International Board of ELSA 2021/2022 would like to present to you the product of our lengthy discussions and endless dedication to shape the future of ELSA.

#BeTheChange

The image shows eight handwritten signatures in black ink, arranged in two rows of four. The signatures are: Francisco, Luciana, Ainoa, Tony, Samira, Mathieu, Susanna, and Valentin.

**Francisco, Luciana, Ainoa, Tony, Samira, Mathieu, Susanna and Valentin**  
International Board of ELSA 2021/2022

## **COMMUNITY**

### **Officer Engagement**

To ensure our development, it is important for all our National and Local Officers to be able to express their ideas and goals. It is our responsibility to make that possible and reach out to all the Officers in the following ways:

- Regular communication through periodical calls with the Network, in order to update everyone about the developments on the international level, to encourage Officers to share their experiences and participate in our International Internal Meetings;
- Developing the Coaching System as a training opportunity for our Officers, in addition to its goal of sharing necessary information and supporting National Groups;
- Simplifying information to make sure all ELSA Officers understand our projects and ideas;
- Regularly training our Officers, equipping them with the necessary skills to develop their tasks;
- Assisting inactive National Groups, using a tailored approach, ensuring that their Officers obtain sufficient knowledge to develop their Groups and overcome their difficulties.

### **Diversity and Inclusion**

Given that cultural diversity is one of our core values as a community, it is our duty to provide an inclusive environment in the 44 countries that make up our Network. For this reason, we want to make our Officers and members feel safe and welcome by:

- Creating an anonymous complaint system, allowing for a more efficient mechanism where the vulnerability of individuals is taken into account;
- Reviewing the Code of Conduct, specifically the enforcement clauses and their applicability;
- Expanding partnerships to provide benefits regarding welfare;
- Producing a Diversity and Inclusion Strategy to understand our demographic and define ways in which we can make our Association more accessible to everyone;
- Encouraging and assisting National Groups in the creation of their Codes of Conduct.

## Host Attraction

To shape the future of our Association, it is crucial to have successful and engaging International Internal Meetings. This is why we will create a Host Attraction Strategy for these Meetings, as this is an issue that has been aggravated in the last few years. For this reason, we want to encourage ELSA Groups to host this type of event through:

- Informing the Network on how to organise these Meetings and the benefits of doing so, through workshops and promotional material;
- Contacting previous organisers and participants to share their experience with the Network;
- Creating a personalised approach to each Hosting Group and guiding them through the whole event preparation process, taking into account the specific constraints faced due to the COVID-19 pandemic;
- Promoting the ELSA Development Foundation as a means to ensure financial sustainability for the organisers and providing training on how to apply for this type of support.

## Alumni Involvement

Our 40 years of history have only been possible due to a group of people who have dedicated their time to our Association: our Alumni. Despite no longer being active Officers and currently pursuing their careers, we want to continue involving them in our activities through the following means:

- Reinforcing the connection between ELSA and ELSA Alumni by expanding our common activities;
- Cooperating with ELSA Alumni to reinforce the recruitment of individuals for the International Trainers Pool;
- Contributing to the growth of the ELSA Alumni Network by assisting National Groups in creating their own Alumni structures.

## **Reinforcing Partner Engagement**

It is through our partnerships that ELSA can develop its initiatives and bring greater benefits to our members. With the support of our partners, we are recognised as a reliable and credible Association that can organise projects all over Europe. For these reasons, we also want to reinforce their engagement within our Network through:

- Expanding our partners' exposure on our communication channels;
- Increasing the engagement of our general partners with the Network;
- Bringing our members closer to our partners and the career opportunities they offer by organising initiatives related to the job offers they have;
- Developing the promotion strategies given to our project partners;
- Regularly promoting the benefits our partners provide to our members.

## **Social Media Engagement**

One of the communication channels with our community is ELSA's social media. At this moment, there is a need for an improved and up-to-date online presence as well as a Public Relations Strategy. We will do this by:

- Creating explanatory content for each project, making it easily understandable to our M members and Officers;
- Implementing campaigns for International Days that are meaningful to ELSA;
- Diversifying the content we share on each social media page;
- Implementing regular market research by creating smaller questionnaires throughout the year;
- Promoting the benefits of joining ELSA as a way to facilitate the recruitment process on the National and Local level;
- Offering helpful content for the daily lives of law students and young lawyers;
- Emphasising the promotion of our community and its achievements giving recognition and value to our Officers.

## **PHILOSOPHY STATEMENT**

### **Legal Education**

As a strong and fundamental pillar of ELSA, it is essential that the Legal Education we offer is in line with the evolution of our Association, considering its necessities as well as the demand of the legal market. We will pursue this ambition through:

- Preparing a strategy for a better explanation and implementation of the Educational Cycle;
- Conducting research to identify the new International Focus Programme topic by asking the Network for their input in order to reach the best solution possible;
- Creating a clear distinction between the structures and purposes of the International Focus Programme and the Annual Human Rights Campaign;
- Evolving the potential of the Professional Development area, focusing on activities aimed at facilitating access to the professional world and placing our members in direct contact with potential employers;
- Ensuring that the Network has the necessary tools to develop their online or physical Legal Education initiatives.

### **Mutual Understanding**

Mutual Understanding in ELSA cannot be achieved if we do not commit to listening to other opinions or assume the responsibility of supporting one another. For that reason, we want to focus on how to help each other by:

- Researching ways through which ELSA can give value and recognition to its members;
- Adopting a more personalised approach to each partner in order to guarantee that the cooperation is fruitful for those involved;
- Developing ways to ensure the continuity of our Officers in ELSA after their active years, by showing them the advantages of staying connected with ELSA by becoming an Alumni;
- Regularly discussing with the Network the current issues we face in order to reach solutions that benefit us all, beyond the context of International Internal Meetings.

## **Social Responsibility**

The importance of Social Responsibility and Advocacy in ELSA has been growing throughout the years. This term we intend to take both to the next level, through the following steps:

- Developing Advocacy campaigns that are meaningful to law students and young lawyers in Europe, including National Groups into the international initiatives as much as possible;
- Supporting National Groups in the implementation of their Advocacy programmes through an Advocacy Mentoring Programme;
- Involving our partners in our Advocacy campaigns, to raise the impact and credibility of our actions;
- Creating events directed at the general community of young people, encouraging them to act for the good of society;
- Ensuring the sustainability of the Rule of Law Education Campaign and its implementation throughout the Network;
- Cooperating with other NGOs and public institutions to bring more impact to our initiatives.



## **SUSTAINABILITY**

### **Knowledge Management and Training**

With new Officers each year, we need to effectively transfer knowledge to all of them, and to use ELSA Training in order to give them the necessary skills to perform their tasks. For this reason, we aim at:

- Ensuring consistent and quality knowledge transfer to our Officers through regular means of communication as well as an efficient usage of the International Internal Meetings;
- Guaranteeing effective transitioning of Officers, namely by providing useful tools and guidelines;
- Encouraging the usage of ELSA Training in the Network, namely by the creation of periodical training sessions in addition to the yearly International Training Meeting;
- Searching for external support for Training purposes.

### **Board Reform Implementation**

To ensure ELSA's sustainability, and according to our Strategic Goals, one of our biggest priorities this term will be to guarantee an effective implementation of Board Reform. To achieve the best outcome for this crucial change, we aim at adopting the following steps:

- Regularly informing the Network about the status of Board Reform implementation to constantly evaluate the process, namely through our Monthly Reports;
- Providing necessary tools to train and transition Officers about the new structure, specifically regarding Professional Development and Human Rights activities;
- Creating spaces for discussion and brainstorming throughout the whole year concerning these changes.

### **Rebranding**

A brand is the sum of all expressions by which an entity intends to be recognised. As our Association's identity develops, we want to offer a brand that will showcase our true spirit. To achieve this, we will focus on:

- Researching ways of modernising the brand of ELSA;
- Cooperating with the Network on the developments concerning rebranding, and gather their inputs on the way forward;
- Updating and creating visual identities for each of our initiatives;
- Consulting externals on ways to improve our brand.

## **Environmental Sustainability**

In the context of the 21st century, we must continue improving the way we function. Therefore, we want to make ELSA more environmentally aware through the following means:

- Finding a sustainable way of archiving to reduce our consumption of paper;
- Ensure the digitising of all possible documents, especially when we return to physical International Internal Meetings;
- Encouraging sustainable ways of travelling within the Network, by researching benefits to give to our members in this regard;
- Acting to reduce ELSA's ecological footprint.

## **Financial Sustainability**

As the largest law student's Association in the world, it is vital for us to ensure the financial sustainability that allows us to reach all the goals we establish. To achieve this, we will prioritise:

- Designing the Financial Strategy for the next three terms with the support of a Working Group and our Advisory Body;
- Developing a Grant's Strategy while strengthening the Grant's Department;
- Establishing clear and consistent auditing procedures, and encouraging the Network to do the same;
- Developing and drafting the ELSA Development Foundation Statutes and Standing Orders;
- Expanding the financial contributions from partners and ensuring their continuity, with a particular focus on supporting the General Administration and Professional Development sections of the budget.

## **IT System**

To convene with modern standards, it is necessary to develop our IT Systems. To that end, we shall focus on our websites, data protection and cybersecurity. With this in mind, we shall adopt the following steps:

- Researching the possibility of acquiring external support to develop our websites;
- Updating our websites to meet contemporary standards by making them more aesthetically pleasing and user friendly;
- Continuing the process of compliance with data protection law by reviewing our policies and making sure our internal workspaces are GDPR compliant;
- Developing our cybersecurity policy and consequently establishing procedures to protect our online presence as a Network.