

I.I.I ICM Reform

WHAT:

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 it as a platform to develop strategy, make constructive decisions, update on developments and implementation.

Create an **Annual ELSA Training Week** for networking, training, partying and fun, open to all active volunteers.

WHY:

- ◆ Use ICM as the **statutory decision making body** it should be, focusing on those accountable to represent.
- ◆ Allow for **shorter, more productive** and focussed meetings. **Save costs**, allow for new hosts.
- ◆ **Differentiate** clearly between ELSA governance (ICM) and ELSA member services (training, networking, partying, traveling).

GOOD PRACTICE:

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 focussed, and implement their mission effectively.

https://www.casa-acae.com/conference_cycle

IMPLEMENTATION

- ◆ **Lead:** ELSA International Secretary General
- ◆ **Support:** ELSA MS Secretaries, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	REVIEW Review statutes and standing orders; draft updates where needed	ELSA Int. SecGen/ Consultant
2019 - Q1	REVISE & PLAN Revise / standing orders; set terms for ICM and related events	ELSA Int. SecGen/ Consultant & ELSA MS SecGens
2019 - Q2	PREPARE Call for hosting countries and institutions	ELSA Int SecGen; ELSA Int. Board
2019 - Q3	IMPLEMENT Roll-out new programme	ELSA Int. Board

REQUIREMENTS

- ◆ review & potential revision of regulations
- ◆ development of new hosting & programme terms
- ◆ willingness to host
- ◆ willingness to change

Related to:

II: Re-Focus • III: One Community • III: Foster Talent

I.I.II Board Reform

WHAT:

Focus the work of the ELSA International Board on governing the work of ELSA International, on liaising with national and local chapters, on driving strategy and providing strategic oversight, as well as representing ELSA on the international stage.

Reduce time on implementation, administration and project management by handing these tasks over to the ELSA Secretariat. Allow the board to **effectively fulfil its mandate**.

WHY:

- ◆ Put in place the **key checks-and-balances** that govern an association.
- ◆ **Reduce inefficiencies and conflicts of interests** arising from mixing roles.
- ◆ Reduce bottlenecks and ensure that ELSA has a **strong motor** to drive the association.
- ◆ **Professionalise the association** and align it with international good practice in governance.

GOOD PRACTICE:

ESU - European Student's 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**.

<https://www.esu-online.org/about/elected-representatives>



IMPLEMENTATION

- ◆ **Lead:** ELSA International Secretary General
- ◆ **Support:** ELSA MS Secretaries, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	REVIEW Review roles and responsibilities	<i>ELSA Int. SecGen/ Consultant</i>
2019 - Q1	NEW ROLES Propose a new division of tasks, competencies, delegate to secretariat	<i>ELSA Int. SecGen/ Consultant & ELSA MS SecGens</i>
2019 - Q2	TRAIN & ELECT Involve potential new board members in process, review election process & criteria	<i>ELSA Int SecGen; ELSA Int. Board; ELSA ICM</i>
2019 - Q3	IMPLEMENT New board can start with a new mandate & supervise coordinators/ secretariat.	<i>ELSA Int. Board</i>

REQUIREMENTS

- ◆ willingness to update role of ELSA board
- ◆ willingness to change requirements, key competencies and election process
- ◆ capacity to engage (semi-)professional secretariat

Related to:

I: Secretariat • I: Business Model • II: Amplify the message

I.I.III Advisory Body

WHAT:

Create an **ELSA International Advisory Body** that can **oversee long-term** projects and planning, as well as liaison with key stakeholders, partners and sponsors. This body could be composed of:

- ◆ **4 senior advisors**, elected for a period of 6 years with 50% elected every 3 years. Key functions would include strategy/ coaching, fundraising, finance and key partner/ project liaison.
- ◆ **3-4 ex board members** (immediate past President, SecGen, Treasurer) who rotate every year

WHY:

- ◆ Create continuity in strategy, people and ideas
- ◆ Improve knowledge management and transition.
- ◆ Keep outgoing board members accountable.
- ◆ Gain new resources and support from more senior experts that know ELSA well.
- ◆ Reward and utilise active alumni

GOOD PRACTICE:

EPSA - European Pharmaceutical Students' Association



EPSA has a **Board of Trustees** to support its governance structure. Elected for four years, the Board of Trustees consists of senior professionals from the pharmacy profession. Their main task is to assist the executive with their expertise and contacts.

<http://www.epsa-online.org/board-of-trustees>

IFMSA - International Federation of Medical Students' Associations



IFMSA has a **Supervising Council** of four members to support the Executive Board. It monitors strategic plans, offers (non-binding) and ensures impartiality and objectivity. In addition, IFMSA has a '**Board of Recommendation**', composed of a group of esteemed professionals (professors, physicians, representatives of international organizations, global health leaders etc.) who act as IFMSA advocates.

<https://ifmsa.org/leadership>

IMPLEMENTATION

- ◆ **Lead:** ELSA International President
- ◆ **Support:** ELSA Partners/ Alumni, Consultant, ELSA Presidents
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	REVIEW Review of needs, potential members, best structure	ELSA Int. President/ Consultant
2019 - Q1	CONSULTATION Consultation with potential members, fine-tuning of model	ELSA Int. President/ Consultant & ELSA MS Presidents
2019 - Q2	STATUTES REVISION Update of statutes and standing orders, appointment of 4 senior advisors	ELSA Int. Board; ELSA ICM
2019 - Q3	IMPLEMENT Kick-off meeting of new body	ELSA Int. Board

REQUIREMENTS

- ◆ willingness to review mandate of board
- ◆ implementation of required statutes changes
- ◆ successful recruitment of senior volunteers willing to support ELSA

Related to:

I: Board Reform • II: Amplify • III: Reward & Retain Talent

I.II Secretariat

WHAT:

Establish a professional Secretariat, responsible for the day-to-day management and administration of ELSA International.

Supervised by the International Board, the Secretariat would also be able to coordinate the work of ELSA International Project Coordinators, who focus on the implementation of ELSA International key projects and large-scale activities on a voluntary basis.

Secretarial services should be offered by one or several professionals on an AMC/ freelance basis.

WHY:

- ◆ Increase the professionalism of the secretariat.
- ◆ Create continuity and knowledge management.
- ◆ Relieve the Board of administrative tasks and allow them to focus on their statutory role.
- ◆ Increase efficiency and identify new opportunities
- ◆ Remain independent and keep flexibility by avoiding employment costs and administration.

GOOD PRACTICE:

ESU - European Student's 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..

<https://www.esu-online.org/about/secretariat-and-internal-audit>

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.

<https://www.esn.org/secretariat>



IMPLEMENTATION

- ◆ **Lead:** ELSA International SecGen and Treasurer
- ◆ **Support:** Consultant, ELSA Student Assoc. Partners
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	REVIEW Review of needs and resources	<i>ELSA Int. SecGen, Treasurer/ Consultant</i>
2019 - Q1	RFP Launch of Request for Proposal to Association Management Companies (AMC)	<i>ELSA Int. SecGen, Treasurer</i>
2019 - Q2	SELECTION/ SETUP Selection of AMC, Audit and Setup of Secretariat, Knowledge Transfer	<i>ELSA Int. Board; Consultant</i>
2019 - Q3	LAUNCH Take-over of secretariat, setup of collaboration	<i>ELSA Int. Board</i>

REQUIREMENTS

- ◆ financial resources or sponsor (ca. EUR 4k per month + VAT)
- ◆ clear definition of terms, services and division of tasks
- ◆ board reform (I.I.II)

Related to:

I: Board Reform • II: Focus • III: Reward & Retain Talent

I.III Business Model

WHAT:

Run a **full audit of the business model** that fuels the work of ELSA. Make sure that income can cover expenditure while building at least one year worth of reserves.

Review and benchmark costs, fees, member dues and sponsor contributions to make sure that the work of ELSA is viable. Enable ELSA to invest in essential tools and services that allow the association to run more effectively and professionally.

Explore **alternative sources of income**.

WHY:

- ◆ Ensure the financial future of ELSA.
- ◆ Align financial and strategic planning.
- ◆ Generate the resources to professionalise the work of the association.
- ◆ Create a professional and attractive working environment for volunteers on all levels.

GOOD PRACTICE:

Business Model Canvas

A number of international associations are using the Business Model Canvas to create a detailed and integrated overview of its strategy. Many case studies of this approach are available online; including an executive article in Associations Now, the leading magazine on US and International Association Management.

<https://associationsnow.com/2016/08/business-model-canvas-nine-step-business-plan/>

THE NINE-STEP BUSINESS PLAN



IMPLEMENTATION

- ◆ **Lead:** ELSA International SecGen and Treasurer
- ◆ **Support:** Consultant, ELSA International President
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	FINANCIAL AUDIT Review income - expenditure, cashflow and reserves	ELSA Int. Treasurer/ Consultant
2019 - Q1	BUSINESS MODEL Combine strategic and financial goals	ELSA Int. Treasurer/ Consultant
2019 - Q2	5-YEAR PLAN Establish financial plan and objectives.	ELSA Int. Treasurer; Consultant
2019 - Q3	INTEGRATE Integrate financial and business principles in standing orders	ELSA Int. Board/ ICM

REQUIREMENTS

- ◆ detailed insight into financial model to date
- ◆ willingness to review membership and service fees/ contributions

Related to:

I: Secretariat • III: Member Value; Retain Talent

II.I Re-Focus

WHAT:

Make **ELSA's Vision the North Star** of all plans, activities, projects, decisions, values and behaviours. Create a clear understanding what this vision means for today's members, in different countries and settings, how it defines and determines actions.

Simplify the work, the focus and the activities of ELSA by using the vision as the top decision-making tool by establishing one simple key question: Does this project, activity, article, behaviour serve to advance the ELSA vision? If it does, it should be promoted, if it doesn't it should be dropped.

WHY:

- ◆ Strengthen the ELSA identity
- ◆ Increase impact through coherence and joint messaging
- ◆ Inspire and engage officers, members and sponsors through ELSA's powerful vision
- ◆ Simplify decision making and empower people to serve a vision (not an organisation)
- ◆ Reduce the number of activities and ideas by

GOOD PRACTICE:

IFMSA - International Federation of Medical Students' Associations



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.

<https://ifmsa.org/who-we-are>

IMPLEMENTATION

- ◆ **Lead:** ELSA International President
- ◆ **Support:** ELSA Officers, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	SCOPING & ANALYSIS Current role of vision in ELSA, impact on activities and ELSA culture/ ELSA spirit	<i>ELSA Int. Board/ Consultant</i>
2019 - Q1	VISION EXERCISE Member consultations, translating of vision into today's reality	<i>International Working Group, Consultant</i>
2019 - Q2	ELSA CHARTER Concise charter that outlines the way the ELSA vision informs activities, decisions and behaviours	<i>ELSA Int. Board; ELSA ICM</i>
2019 - Q3	RE-FOCUS Align actions with vision and with charter	<i>ELSA Int. Board; All of ELSA</i>

REQUIREMENTS

- ◆ expressed commitment of ELSA to the vision
- ◆ active contributions and testimonials from members
- ◆ willingness to focus, limiting activities on a few that can be done with high impact and excellence, rather than many with suboptimal results

Related to:

II: Speak Out, Live • III: One Community

II.II Speak Out

WHAT:

ELSA is a powerful platform and has been given a voice through high-level partnerships. It is high time to use these strategically for real impact.

The core raison d'être of a member organisation is to **represent, defend and further the interests of its members**. ELSA should speak out on topics that affect European law students and actively work towards improving their current situation and their future career outlook. In addition, ELSA may decide to take a stand on issues that relate directly to its vision, **empowering its members to work towards a positive change** and impact in the world.

To make relationships with public and international institutions strategic and impactful, ELSA's capacity in public affairs would have to be developed.

WHY:

- ◆ Be 'the voice' of European law students
- ◆ Serve ELSA members by working towards improving their situation and supporting them in times of need
- ◆ Focus on creating change in areas of real expertise (needs of law students)
- ◆ Educate and empower members to become change agents for a better world
- ◆ Actively use strategic partnerships for real impact

GOOD PRACTICE:

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.

<https://www.youthforum.org/european-youth-forum-our-goals-vision>

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.

<http://ifmsa.org/advocacy-priorities>

IMPLEMENTATION

- ◆ **Lead:** ELSA International President
- ◆ **Support:** ELSA Presidents, ELSA Partners/ Friends, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2019 - Q1	MANDATE Clarify ELSA's mandate to be the voice of its members	<i>Working Group, Presidents, Consultant, EYF/ IFMSA reps</i>
2019 - Q2	NEEDS AUDIT Member consultation understanding needs, challenges and desires	<i>Advocacy Working Group</i>
2019 - Q3	POLICY DEVELOPMENT Development of a clear position, priorities, channels, partners and budget	<i>Advocacy Working Group; ELSA ICM</i>
2020	KICK-OFF Launch Advocacy Programme	<i>ELSA Int. Board; All of ELSA</i>

REQUIREMENTS

- ◆ develop clear understanding what 'non-political' means within international association law and practice
- ◆ commitment to ELSA vision
- ◆ creation of Advocacy Working Group, to be transformed into a standing committee/ board position at a later stage

Related to:

II: Re-Focus, Live • III: Member Value

II.III Live

WHAT:

Establish an 'ELSA way' as a commitment of members and – in particular – ELSA officers to live and represent ELSA's vision and values in everything they do.

Ensure that ELSA governance, meetings and activities are fuelled by a **value-based ELSA spirit that empowers and motivates** its members.

Ensure that any representation of ELSA to the outside world is informed and governed by the 'ELSA way'.

Encourage **alumni to live and communicate these ELSA values throughout their career.**

WHY:

- ◆ Strengthen the ELSA **identity**
- ◆ Add **value and meaning** to membership
- ◆ **Inspire and engage** officers, members and partners
- ◆ Increase **impact** through a value-based code of conduct
- ◆ **Authenticity:** Ensure that what ELSA says (vision) is also what ELSA does, and how it does it

GOOD PRACTICE:

BEST - Board of European Students of Technology



BEST is a constantly growing non-profit and non-political organisation. With 97 groups (LBGs) in 34 countries, it aims to create a growing, well organised, powerful, young and innovative student network. In order to **create coherence, impact and innovation**, BEST has developed a **5-point 'BEST Spirit'** that serves as the inspiration for all its actions. These values include flexibility, friendship, fun, improvement and learning.

<https://www.best.eu.org/aboutBEST/identity.jsp>

AIESEC



AIESEC is the world's largest non-profit youth-run organisation that provides young people with leadership development, cross-cultural global internships, and volunteer exchange experiences across the globe. In each and every experience,

AIESEC **strives to develop youth leaders with the following qualities:** ability to empower others, solution oriented, world citizen, self-aware.

<https://aiesec.org/about-us>

IMPLEMENTATION

- ◆ **Lead:** ELSA International SecGen
- ◆ **Support:** ELSA Officers, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2019 - Q2	CONSULTATION Member value consultation: the ELSA way	<i>ELSA SecGen/ Working Group, Consultant</i>
2019 - Q4	DRAFT CHARTER Drafting of ELSA charter, circulation for input	<i>ELSA SecGen/ Working Group, Consultant</i>
2020 - Q2	LAUNCH Launch of Charter, inclusion in membership application, meeting conduct, etc.	<i>ELSA Int. Board; ELSA ICM</i>
2020 - Q3	ENRICH Collection of testimonials, social branding, stories	<i>ELSA SecGen/ Working Group, Consultant</i>

REQUIREMENTS

- ◆ active contributions and testimonials from members
- ◆ willingness to change
- ◆ willingness of officers to act as role models

Related to:

II: Speak Out • III: Member Value, One Community

III.I Member Value

WHAT:

Identify and focus on those activities that **offer most value to ELSA members**. Understand member needs and build services around these.

Identify **which needs can be served best at which level** (local, national, international) and where **collaborations** (bi-lateral, multilateral; horizontal, vertical) can create synergies and additional value. Firmly place responsibilities and necessary resources at these levels and **set OKRs for funding and success**.

Regularly **measure member satisfaction** to as a criteria for association success and to create a learning association set on continuous improvement.

WHY:

- ◆ Improve member satisfaction and retention
- ◆ Attract new members and officers
- ◆ Understand and communicate member needs on different levels and in different countries
- ◆ Improve coordination between different ELSA bodies
- ◆ Simplify decision-making on activities and create a coherent, powerful programme

GOOD PRACTICE:

#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.

<http://bit.ly/2RL8WbN>

GENERATIONAL BREAKDOWN	MILLENNIAL DIVISION	GEN ZERS 1912-1996	GENERATIONS 1914-1947
KEY BENEFIT EXPECTATIONS	<ul style="list-style-type: none"> Service-oriented Cost savings Flexibility in working 	<ul style="list-style-type: none"> Individuality Cost savings Flexibility 	<ul style="list-style-type: none"> Cost of others Industry etc. Being successful
TOP REASON FOR JOINING	Personal benefits	Professional benefits	Media/Professional recognition
COMMUNICATION PREFERENCES	1:1 and 1:1 group	1:1 and 1:1 group	1:1 and 1:1 group
TARGETING PREFERENCES	Highly professional and efficient	Established and strong reputation	Building down and up

IMPLEMENTATION

- ◆ **Lead:** ELSA International SecGen
- ◆ **Support:** ELSA SecGens, ELSA Working Group, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

Year	Activity	Responsible
2019 - Q4	MEMBER SATISFACTION SURVEY Design and conduct survey	ELSA Int. SecGen/ WG/ Consultant
2020 - Q2	DRAFT VALUE PROPOSITION Translate results into a value proposition for members	ELSA Int. SecGen/ WG/ Consultant
2020 - Q3	ACTIVITIES AUDIT Review and refine activities based on audit results	ELSA Int. Board; ELSA ICM
2021 - Q1	IMPLEMENT Set Objectives & Key results (OKRs) to measure activity success	ELSA Int. SecGen/ WG/ ELSA SecGens, Consultant

REQUIREMENTS

- ◆ (encouragement of) participation of ELSA members
- ◆ collaboration between ELSA officers on all levels
- ◆ long-term commitment to becoming a member-focussed association

Related to:

I: Business Modelling • II: Re-Focus • III: Talent

III.II One Community

WHAT:

Create a **strong ELSA social brand** based on the shared vision, shared member needs, shared challenges and a coherent set of activities. This brand needs to be **communicated and lived across all levels of ELSA**, while at the same time encouraging a translation to fit national/local needs, requirements and cultures.

Establish **ELSA Ambassadors** and **topic-based Standing Committees** to create **fast, multidirectional communication** that allow for information to easily flow up, down and between ELSA chapters and members. **Share and promote good practice** and encourage the adaptation of tried and tested models.

WHY:

- ◆ Increase and **amplify impact** through social branding
- ◆ Promote a **consistent identity** towards international partners, sponsors & stakeholders
- ◆ **Unite** members and officers under one brand and one vision
- ◆ **Increase communication** and synergies between members for more **impact, ownership and satisfaction**

GOOD PRACTICE:

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.



<https://www.iapss.org/wp/iapss-ambassadors>

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.

<https://tools.youthforum.org/implementation-tool>

IMPLEMENTATION

- ◆ **Lead:** ELSA International VP Marketing/ President
- ◆ **Support:** ELSA Marketing, ELSA Working Group, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2019 - Q2	STRATEGIC PLAN Translate strategic plan into national and local priorities	<i>ELSA Presidents</i>
2019 - Q3	ELSA COM Establish Standing Committees on key aspects of the strategic plan	<i>ELSA Boards, Committees</i>
2020 - Q1	ELSA BRAND Establish joint brand based on shared vision, identity and priorities	<i>ELSA WG; ELSA ICM</i>
2020 - Q3	IMPLEMENT Create branding handbook, channels, tools; establish ambassadors	<i>ELSA Int. VP Marketing, ELSA Presidents, ICM</i>

REQUIREMENTS

- ◆ governance reform (see I.I)
- ◆ a joint vision (see II.I) as a basis for the ELSA brand
- ◆ active collaboration between ELSA officers on all levels

Related to:

I: Governance • II: Re-Focus, Live • III: Foster Talent

III.III Foster Talent

WHAT:

Create **conditions that empower ELSA Officers to succeed**, to grow and to benefit from their involvement in ELSA. Ensure that volunteers are given the necessary **training, coaching, tools, resources, feedback, support and recognition**.

To include: position descriptions /OKRs (objectives & key results), charter, training week, coach or buddy, progress reporting systems, volunteer gear & perks, volunteer certificates, volunteer network, professional support (secretariat).

Redefine the role of Officers from that of 'human resources' to that of **'volunteers' to set the right expectations**. Review career paths within ELSA.

Update **Int. Board application process** to reward on contributions to strategic plan, continuity & smooth transition.

WHY:

- ◆ Ensure volunteer success and the high-quality of ELSA activities & outputs
- ◆ Ensure volunteer satisfaction and retention
- ◆ Give incentives for a new generation of ELSA members to become actively involved
- ◆ Clearly define the short, medium and long-term benefits of volunteering at ELSA (i.e. career opportunities)
- ◆ Create a culture of success and empowerment

GOOD PRACTICE:

AIESAC



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.

<https://aiesec.org/global-volunteer>

AFS



AFS includes **peer learning** (meet a volunteer) and **training** as key steps in the beginning of every volunteer pathway.

<https://afs.org/volunteer>

CASA

Casa begins every year with a 'Foundations Conference'. It serves to introduce newly elected student leaders to the association. During the Conference, CASA staff also teach the student leaders about advocacy and policy development, and the students develop their profile and focus.

https://www.casa-aca.com/conference_cycle

IMPLEMENTATION

- ◆ **Lead:** ELSA International SecGen
- ◆ **Support:** ELSA SecGen, ELSA Officer WG, Consultant
- ◆ **Oversight:** ELSA International Board

TIMELINE AND KEY STEPS

2018 - Q4	REVIEW BOARD APPLICATION Review Int. Board application process	<i>ELSA Int SecGen, ELSA Int Board, Consultant</i>
2019 - Q1	OFFICER SATISFACTION Understand motivation, satisfaction, frustrations	<i>ELSA Int SecGen, WG, Consultant</i>
2019 - Q3	VOLUNTEER CHARTER Review 'HR' pathways, systems, incentives,..	<i>ELSA Int SecGen, WG, Consultant</i>
2020 - Q3	VOLUNTEER SUMMIT Launch first ELSA Volunteer Summit and Training Week	<i>ELSA Int SecGen, WG</i>

REQUIREMENTS

- ◆ Active input from current and past officers on all levels
- ◆ Secretariat creation for some professional support (see I.II)
- ◆ Live ELSA values to ensure a positive and empowering volunteer environment (see II.III)

Related to:

I: Secretariat • II: Live • III: Member Value