

2017 University of Iowa Student Government Strategic Plan



April 2017

Greetings,

Thank you for taking the time to read the University of Iowa Student Government's first-ever strategic plan. We are proud to share this comprehensive and ambitious document, aimed at strengthening UISG for years to come. Under the leadership of 2016-2017 UISG President Rachel Zuckerman and Vice President Lauren Freeman, we have concluded that our organization must take on more strategic and forward-thinking planning in order to meet our organizational goals. This process of self-reflection and aspirational goal-setting has allowed us to identify changes that we should pursue to better serve the more than 20,000 University of Iowa students that UISG represents. We take great pride in the fact that we are entrusted to serve the UI student body, and we recognize there is always room to do this better.

Our strategic plan committee, comprised of UISG Senators and Executives from all backgrounds and levels of experience, has identified multiple goals that we should work toward as a collective organization. We started by asking ourselves "where are we now?" and identified the myriad of issues that have persisted for many years and pose an impediment to our growth and success. We compiled these issues into a set of 10 goals that we recommend future UISG administrations prioritize. Each goal is paired with a set of strategies and recommendations that we believe will help get us closer to achieving these goals. In order to accommodate for changes in UISG leadership from year to year, we produced "recommendations" rather than requirements to allow for flexibility in how these goals are executed and allow for differences in philosophy amongst administrations. Each recommendation is also paired with a position that is responsible for fulfilling this task. This is not necessarily the only person that will work on this task, but rather the person who will oversee the task and see it through to completion.

Part of this process has also included clarifying our mission statement and establishing unified values that guide our decisions and work. Through these well-communicated guidelines, UISG members will be able to make decisions rooted in our mission and shared values.

As mentioned previously, this is UISG's first strategic plan. We hope it is the first of many, and that future student government leaders will continue to build upon these goals and vision for the future of this organization. We conducted this process at an expedited rate in order to produce a full report before the end of our term. We would

have liked more time to collect feedback and involve more UISG members in the process. In the future, we also recommend the creation of an issue-based strategic plan that identifies student issues that UISG would like to tackle over a long-term basis. For now, we have chosen to focus on the organization's development. We hope this will allow for significant progress in improving our advocacy for students.

As students, we put our time and energy into this organization because we firmly believe that student leadership has the potential to make an incredible difference at the University of Iowa and beyond. We hope the implementation of this strategic plan will help us improve upon these efforts and better serve and advocate for University of Iowa students.

Sincerely,

2017 UISG Strategic Plan Committee

Rachel Zuckerman, Lauren Freeman, Lilian Sanchez, Sean Finn, Akash Bhalerao, Jacob Simpson, Noel Mills, and Marcus Smith

UISG Mission Statement

The University of Iowa Student Government (UISG) exists to represent, serve, and empower all University of Iowa undergraduate students. As a valued member of University Shared Governance, we offer input and guidance to staff, faculty, and administrators on issues that matter to students and act as the official student voice to the Board of Regents, the State of Iowa, and local and federal legislators. We also allocate the Student Activity Fee to organizations, services, and initiatives on campus that serve students. UISG listens to the diverse needs, concerns, and perspectives of the student body and constantly strives to respond with solutions that foster a better community for student living and learning.

UISG Values

Advocacy

UISG works to elevate the student voice to University of Iowa staff, faculty, and administrators, as well as the Board of Regents, the State of Iowa, and the nation. We acknowledge and honor the diverse needs, concerns, and perspectives of students as we advocate for the collective good of the student body.

Collaboration

UISG values the multitude of individuals and organizations that contribute to the well-being of our diverse university community. We believe that building relationships and coalitions among these stakeholders furthers the mission of our organization and that of our partners.

Connectedness

UISG is dedicated to fostering open communication to and from our organization in order to effectively serve students. We must communicate with students to listen and respond to their concerns, communicate with our campus community to relay progress, information, and resources, and communicate with partners to accomplish our advocacy goals.

Productivity

UISG is committed to producing quality results for students in a timely manner. We strive to foster a results-oriented organizational culture that ensures we effectively respond to the needs of all students.

Inclusivity

UISG recognizes the historic and current marginalization and oppression of many identities within our university community and across the world. We will use our privilege as representatives to create change that benefits and empowers all students. The pursuit of inclusivity must always guide our work.

Innovation

UISG works to challenge the status quo and create new and innovative projects on campus that benefit all students. We often act as a force on campus that pushes University administrators to take on tough student issues because we know it will benefit students in the future.

Integrity

All of UISG's work, including the responsibility of allocating the Student Activity Fee, should be accomplished in the most honest, transparent, and moral way possible. Every decision we make for students, financial or otherwise, should be rooted in integrity.

UISG Strategic Goals

1. Strengthen Executive Leadership.
2. Strengthen Senate Leadership.
3. Engage and empower Senators.
4. Help all UISG members have complete understanding of administrative processes, goals, resources, and student government best practices.
5. Improve internal communication and create institutional memory.
6. Create a healthy internal organizational culture.
7. Be a results-oriented, productive student government.
8. Foster better relationships with campus partners.
9. Strengthen external relationships.
10. Increase visibility and accessibility of UISG.

Goal: Strengthen Executive Leadership.

Strategies:

1. Improve transitions between Executives.
2. Create accountability measures to ensure more productive Executive leadership.
3. Put most qualified campus leaders in executive-level positions.
4. Offer training and skills development opportunities for executives.
5. Select a diverse Executive Cabinet.
6. Work as a cohesive executive team.
7. Align requirements with job responsibilities.
8. Mindfully develop leadership pipelines.

Recommendations:

- *Improve transitions between Executives.*
 - Create transition documents that include information about what went well, what could have been better, and what not to repeat
 - Responsibility: Chief of Staff
 - Ensure all executives contribute to the end-of-the-year report
 - Responsibility: Chief of Staff
 - Establish UISG election & Executive selection timeline that is conducive to having adequate time for transitions
 - Responsibility: Internal Affairs
 - Hold multiple transition meetings between outgoing and incoming executives. This must be required for the outgoing executive to receive their last paycheck. Incoming and outgoing President and Vice President should all attend at least one of these meetings
 - Responsibility: All Executives
 - Formalize transitions by adding details to the bylaws
 - Responsibility: Internal Affairs
- *Create accountability measures to ensure more productive Executive leadership.*
 - Chief of Staff should establish regular 1:1's with each Executive to establish clear expectations and set goals with agreed upon weekly milestones with measurable and objective targets
 - Responsibility: Chief of Staff
 - Establish consequences for Executives if they do not follow through with their expectations
 - Responsibility: Chief of Staff

- President and Vice President conduct performance reviews twice a year
 - Responsibility: President, Vice President
- *Put most qualified campus leaders in executive-level positions.*
 - Generally, the UISG executive cabinet should be composed of experienced officers who are familiar with the workings of UISG. In the case that new executives do not come from within UISG, they should be highly familiar with the workings of the broader university and should be experts in their area
 - Responsibility: President, Vice President
 - Improve Executive recruitment through sophisticated and creative marketing of positions that includes more than just a mass email (e.g. Director of Communications advertised in journalism email listserv, social media marketing, etc.)
 - Responsibility: President, Vice President
 - Create detailed and realistic job descriptions with clear expectations of positions including time commitment (e.g. Secretary position unclear)
 - Responsibility: Chief of Staff
 - Recruit outgoing student organization leaders who may be eager to find their next campus leadership role
 - Responsibility: President, Vice President
 - Explore Office Administration Committee interview questions and processes to apply best practices
 - Responsibility: President, Vice President
 - Ask University staff to encourage impressive student leaders to apply for UISG (e.g. use CSIL staff network to advertise positions)
 - Responsibility: President, Vice President
- *Offer training and skills development opportunities for executives.*
 - Create training opportunities specific to needs of Executive Branch (leadership skills development, management training, etc.)
 - Responsibility: Chief of Staff
 - Host multiple retreats throughout the year
 - One in April or May, upon being elected
 - One in August at the beginning of the year
 - One at the start of second semester to reflect on first semester and identify areas for improvement
 - Host a week-long executive office training institute, to be performed either the week after finals or before the first day of school

- Host a retreat specifically for Senate Leadership and Executives to get to know each other, set goals and expectations, etc.
 - Responsibility: President, Vice President, Chief of Staff
 - Institutionalize Executive orientation. Include topics like:
 - Vision for the year
 - Communication
 - Budgeting, funding processes
 - Constitution and bylaws
 - The role of executives in UISG
 - Responsibility: President, Vice President
 - Host mandatory NCBI training early in first semester
 - Responsibility: Director of Diversity & Inclusion
- *Select a diverse Executive Cabinet.*
 - Recruit students from diverse backgrounds and academic disciplines for best representation of the student body
 - Responsibility: President, Vice President
 - Discuss implicit bias with the Office Administration Committee before conducting interviews
 - Responsibility: President, Vice President
 - Create a demographics report to track diversity and representation within the organization
 - Responsibility: Chief of Staff
- *Work as a cohesive executive team.*
 - Continue executive work sessions before and after executive meetings
 - Responsibility: Chief of Staff
 - Create bonding opportunities specifically for Executives
 - Responsibility: Executive Assistant
 - Communicate important information regularly to each other (e.g. use GroupMe for communication)
- *Align requirements with job responsibilities.*
 - Explore creating one year UISG membership requirement to run for President, Vice President or apply for Chief of Staff and Chief Financial Officer
 - Responsibility: President, Vice President
- *Mindfully develop leadership pipelines.*

- Create additional unpaid assistant roles within the Executive Cabinet
 - Responsibility: President, Vice President

Goal: Strengthen Senate leadership.

Strategies:

1. Improve transitions between Committee Chairs.
2. Offer training and skills development opportunities.
3. Mindfully develop leadership pipelines.
4. Gather frequent feedback on Senate leadership.
5. Communicate expectations of Senate leadership positions.
6. Attract members who are committed to working hard to improve the undergraduate student experience.

Recommendations:

- *Improve transitions between Committee Chairs.*
 - Create institutionalized transition documents and place them in centralized location (i.e. OrgSync). Set deadlines for when these are due documents are due to the centralized location.
 - Responsibility: Speaker of the Senate, Committee Chairs
 - Ensure all Committee Chairs contribute to the end of the year report
 - Responsibility: Chief of Staff
 - Have a transition meeting between outgoing and incoming Committee Chair. Set deadlines for when these must take place.
 - Responsibility: Speaker of the Senate
 - Formalize transitions by adding details to the bylaws
 - Task: Amend bylaws
 - Responsibility: Internal Affairs Committee Chair
 - Create a template for uncompleted projects for committee members to fill out and turn in to their Committee Chairs. Documents will be passed along from Chair to Chair
 - Responsibility: Speaker of the Senate

- *Offer training and skills development opportunities.*
 - Create training opportunities specific to needs of Senate Leadership (advocacy training, leadership skills development, etc.)
 - Responsibility: Speaker of the Senate
 - Create Committee Chair specific orientation and training

- Responsibility: Speaker of the Senate
 - Create an ad-hoc committee to develop orientation and training materials
 - Responsibility: Speaker of the Senate
- *Mindfully develop leadership pipelines.*
 - Speaker of the Senate should have at least one year experience in UISG
 - Increase number of Freshman Senators (e.g. Increase from five to seven Freshman Senators)
 - Responsibility: Internal Affairs Committee Chair
 - Bring both Senators and Executives to Association of Big Ten Students conferences
 - Responsibility: President, Vice President
- *Gather frequent feedback on Senate leadership.*
 - Allow committee members to give Committee Chairs feedback in the middle and end of the first semester
 - Responsibility: Speaker of the Senate
 - Create many different opportunities for feedback, including anonymous opportunities
 - Responsibility: Speaker of the Senate, President
- *Communicate expectations of Senate leadership positions.*
 - Communicate expectations of Senate Leadership before Committee Chair elections
 - Responsibility: Speaker of the Senate
 - Communicate and enforce Senate Code of Conduct
 - Responsibility: Speaker of the Senate, Speaker Pro Tempore
- *Attract members who are committed to working hard to improve the undergraduate student experience.*
 - Put more time and energy into recruiting UISG members (e.g. host panels and information sessions)
 - Responsibility: Internal Affairs, President
 - Continue presentations at Candidate Interest Meetings about UISG and what to expect
 - Responsibility: President, Vice President
 - Ask staff to encourage impressive student leaders to run for UISG
 - Responsibility: President, Vice President
 - Write and publish “Why You Should Become a UISG Member” on website

- Responsibility: Director of External Relations
- Encourage minority students to run for office
 - Responsibility: Director of Diversity & Inclusion
- Explore Nominations' interview questions and processes to apply best practices
 - Responsibility: Internal Affairs Committee Chair

Goal: Engage and empower the Senate.

Strategies:

1. Reform committee structure and meetings to increase active participation in committees.
 2. Train new members quickly and efficiently so they can become contributing members right away.
 3. Continue training and reflection opportunities throughout the year.
 4. Build community within the Senate.
 5. Encourage each member to take on at least one substantial issue to explore each semester.
 6. Ensure a full Senate at all times.
 7. Fully engage Constituency Senators.
 8. Do more to recognize contributions of Senators.
 9. Improve Senator retention.
- *Reform committee structure and meetings to increase active participation in committees.*
 - Meet in different rooms to reduce noise
 - Responsibility: Speaker of the Senate
 - Explore different committee structures (i.e. one committee model) to allow Senators to specialize and focus in one area
 - Responsibility: Speaker of the Senate
 - Explore holding committee meetings outside of normal Senate meeting time
 - Responsibility: Speaker of the Senate
 - Host committee work sessions to accomplish tasks outside of committee meetings
 - Responsibility: Speaker of the Senate, Committee Chairs
 - Reassess committee meeting minutes to make more useful transition and information sharing documents

- Responsibility: Secretary, Committee Chairs
 - Update committee descriptions to include charge and goal of committees
 - Responsibility: Speaker of the Senate, Committee Chairs
- *Train new members quickly and efficiently so they can become contributing members right away*
 - Develop a comprehensive Robert's Rules training that can be handed down from Speaker to Speaker
 - Responsibility: Internal Affairs Committee, Speaker of the Senate
 - Create a "New Member Workshop" that is conducted at least once per semester, more often depending on when new members are accepted
 - Responsibility: Speaker of the Senate
 - Create a "tips" sheet for new members with advice like "spend time learning, but also get to work right away!"
 - Responsibility: Speaker of the Senate
 - Include Freshman and Constituency Senators in orientation retreat
 - Responsibility: Speaker of the Senate
- *Continue training and reflection opportunities throughout the year.*
 - Create a quarterly advocacy retreat for UISG members to assess issues and progress and learn how to pursue their initiatives. This is unlike the training retreat at the beginning of the year. Instead, this is has the specific focus of addressing student issues.
 - Responsibility: Speaker of the Senate, Chief of Staff
- *Build community within the Senate.*
 - Social events and team building opportunities at least one time per semester in addition to the retreat
 - Responsibility: Speaker Pro Tempore
 - Create opportunities to volunteer together
 - Responsibility: Community & Outreach Committee
- *Encourage each member to take on at least one substantial issue to explore each semester.*
 - Create "idea bank" on OrgSync. This will be a place to keep a running list of ideas that have been considered but never pursued. It will give new Senators ideas if they do not know where to begin with an initiative
 - Responsibility: Secretary
 - Encourage Senators to do more than write legislation

- Responsibility: Speaker of the Senate, Committee Chairs
- *Ensure a full Senate at all times.*
 - Create a formalized plan to fill all vacant positions in a timely manner
 - Internal Affairs Committee Chair
 - Ensure strong attendance at student government meetings by enforcing absence requirements
 - Responsibility: Speaker of the Senate
- *Fully engage Constituency Senators.*
 - Continue process to remove umbrella structures, which allow one student organization to elect the Constituency Senator for the entire community
 - Responsibility: Director of Diversity & Inclusion
 - Recruit candidates who are eager to get involved with UISG
 - Responsibility: Director of Diversity & Inclusion
 - Train Constituency Senators on how their roles differ from At-Large senators
 - Responsibility: Director of Diversity & Inclusion, Speaker of the Senate
 - Ensure all Constituency Senators are elected and in attendance at first Senate meeting of the year
 - Responsibility: Director of Diversity & Inclusion
- *Do more to recognize contributions of Senators.*
 - Increase visibility of UISG members' service to the community
 - Responsibility: Director of Communications
 - Create "of the month" awards to acknowledge the many ways Senators and Executives serve students
 - Responsibility: Director of Communications
 - Create additional end of the year awards to celebrate UISG accomplishments
 - Responsibility: Speaker of the Senate, Chief of Staff
- *Improve Senator retention.*
 - Perform exit interviews for Senators who leave UISG to better understand why they are leaving and what we can do next time to retain members
 - Responsibility: Speaker of the Senate
 - Institutionalize a mentorship program
 - Responsibility: Speaker Pro Tempore

Goal: Help all UISG members have complete understanding of administrative processes, goals, resources, and best practices.

Strategies:

1. Increase understanding of UISG funding.
 2. Review strategic plan with all members.
 3. Ensure full understanding of governing documents.
 4. Educate UISG members about the services we fund and provide.
 5. Create documents that outline common processes and keep on OrgSync.
 6. Clarify and streamline Senate legislation processes.
- *Increase understanding of UISG funding.*
 - CFO should give an overview presentation of finances to the Senate at the beginning of each year and updates throughout the year
 - Responsibility: Chief Financial Officer
 - *Review strategic plan with all members.*
 - Review and discuss strategic plan at orientation
 - Responsibility: Speaker of the Senate
 - Discuss updates on strategic plan at Senate and Executive Leadership meetings
 - Responsibility: Speaker of the Senate, Chief of Staff
 - *Ensure full understanding of governing documents.*
 - Create a quiz on Constitution and Bylaws to be issued online for members to take each fall
 - Responsibility: Speaker of the Senate
 - Review governing documents at orientation
 - Responsibility: Speaker of the Senate
 - *Educate UISG members about the services we fund and provide.*
 - Include information about our funding at orientation
 - Responsibility: Chief Financial Officer
 - *Create documents that outline common processes and keep on OrgSync.*

- Examples: tabling instructions, room reservation process, mass email request, process for SOBO Facebook sponsorship approval, etc.
 - Responsibility: Secretary
- *Clarify and streamline Senate legislation processes.*
 - Identify how legislation is referred to committees
 - Responsibility: Speaker of the Senate
 - Identify who sends legislation that is passed to stakeholders.
 - Responsibility: President, Speaker of the Senate

Goal: Improve internal communication and create institutional memory.

Strategies:

1. Improve announcements in Senate meetings.
2. Increase internal flow of information regarding UISG activities.
3. Utilize OrgSync to manage electronic documents and preserve records.
4. Utilize UISG alumni as a resource.
5. Better document accomplishments to use as a resource to learn from past successes and challenges.
6. Better document accomplishments to use as a resource to learn from past successes and challenges.
7. Document procedures for day-to-day operations, including instructions for performing tasks and schedules of who will do what and when.
8. Formalize descriptions of all UISG positions, clearly outlining responsibilities, historical activities, and predecessors.

Recommendations:

- *Improve announcements in Senate meetings.*
 - Keep announcements limited to information about UISG, not external organizations
 - Responsibility: Speaker of the Senate
 - Emphasize being concise
 - Responsibility: Speaker of the Senate
 - Introduce monthly “on the horizon” updates
 - Responsibility: President, Vice President
 - Require committee chairs to give updates on the work of their committee

- Responsibility: Speaker of the Senate
- *Increase internal flow of information regarding UISG activities.*
 - Inform all members of UISG events, programs, advocacy platform, and responsibilities
 - Responsibility: President, Speaker of the Senate
 - Require committee chairs to use committee whiteboard in office
 - Responsibility: Speaker of the Senate
 - Launch an internal campaign to achieve organizational awareness of mission, vision, and values (e.g. post short-term and long-term goals in UISG office as a reminder to ourselves and communication to visitors)
 - Responsibility: President, Speaker of the Senate
 - Continue and improve bi-weekly report
 - Responsibility: Director of Communications
- *Utilize OrgSync to manage electronic documents and preserve records.*
 - Keep track of past initiatives
 - Responsibility: Secretary
 - Archive all past legislation, voting records
 - Responsibility: Secretary
 - Have folders for each executive position, include transition materials
 - Responsibility: Secretary
- *Utilize UISG alumni as a resource.*
 - Responsibility: Director of External Relations
- *Better document accomplishments to use as a resource to learn from past successes and challenges.*
 - Include key players from past initiatives
 - Create required evaluation forms for events to use as strategies to chronicle successes and challenges.
 - Responsibility: Speaker of the Senate, Chief of Staff
 - Develop templates for tracking progress, action taken, and key leaders and stakeholders for initiatives
 - Responsibility: Speaker of the Senate, Chief of Staff
- *Document procedures for day-to-day operations, including instructions for performing tasks and schedules of who will do what and when.*
 - Responsibility: Secretary

- *Formalize descriptions of all UISG positions, clearly outlining responsibilities, historical activities, and predecessors.*
 - Create detailed descriptions for Executives, committees, Senator-At-Large, Freshman, Constituency Senators
 - Responsibility: Speaker of the Senate, Chief of Staff

Goal: Create a healthy internal organizational culture.

Strategies:

1. Improve physical UISG office environment to reflect organizational needs.
2. Ensure members feel comfortable to fully participate in the organization.
3. Create a more collaborative dynamic between Senate and Executive Branch that is less divisive.
4. Support a culture of respectful feedback and constructive criticism.
5. Hold high expectations without creating burnout.

Recommendations:

- *Improve physical UISG office environment to reflect organizational needs.*
 - Decorate office to reflect our values as an organization and to support a professional working culture
 - Responsibility: Secretary
 - Organize and clean the office regularly
 - Responsibility: Secretary
 - Display Daily Iowan front-page articles about UISG accomplishments in the office
 - Responsibility: Secretary
 - Make all artwork in the office relevant to the work of UISG
 - Responsibility: Secretary
 - Increase visibility of UISG's history, leadership, past achievements, and long-term initiatives
 - Responsibility: Secretary, Executive Assistant

- *Ensure members feel comfortable to fully participate in the organization.*
 - Create orientation refreshers and skills building workshops
 - Responsibility: Speaker of the Senate
 - Integrate caucus periods to allow Senators to discuss legislation informally before voting

- Responsibility: Speaker of the Senate
 - Review dress code policy for Senate meetings, and how much emphasis should be placed on dress code, in order to make all members feel comfortable to attend Senate meetings
 - Responsibility: Speaker of the Senate, Internal Affairs Committee Chair
- *Create a more collaborative dynamic between Senate and Executive Branch that is less divisive.*
 - Create regular 1:1s between Executives and Committee Chairs to improve relationship
 - Responsibility: Chief of Staff
 - Improve Executive transparency/communication
 - Responsibility: President, Vice President
 - Make roles/duties between Executives and Senators more clear
 - Responsibility: Speaker of the Senate, Chief of Staff
 - Institute mandatory monthly leadership roundtable meetings
 - Responsibility: Speaker of the Senate
- *Support a culture of respectful feedback and constructive criticism.*
 - Messaging from leadership that promotes open communication and respect for all UISG members
 - Responsibility: President, Speaker of the Senate
 - Offer regular opportunities to collect feedback (e.g. pass around notecards at Senate meetings for better response rate than online surveys)
 - Responsibility: President, Speaker of the Senate
- *Hold high expectations without creating burnout.*
 - Emphasize self-care
 - Responsibility: President
 - Messaging that school always comes first
 - Responsibility: President
 - Recognize members who are doing good work
 - Responsibility: President, Chief of Staff

Goal: Be a results-oriented, productive student government.

Strategies:

1. Create better accountability measures for Senators, Committee Chairs, and Executives.
2. Ensure the sustainability of UISG initiatives.
3. Spend less time managing day-to-day operations.
4. Leaders encourage a culture of change, innovation, and constant improvement as well as a culture of excellence and accountability.

Recommendations:

- *Create better accountability measures for Senators, Committee Chairs, and Executives.*
 - Establish regular 1:1's between Senators and Speaker, and Executives and Chief of Staff to create clear expectations and set goals
 - Responsibility: Speaker of the Senate, Chief of Staff
 - Reform office hour requirements by exploring new ways for measuring productivity and accountability
 - Responsibility: Speaker of the Senate
- *Ensure the sustainability of UISG initiatives.*
 - Work with University staff/administration to create "buy-in" from a department who will oversee initiative
 - Responsibility: President, Vice President
 - Emphasize focus on long-lasting initiatives over one-time events
 - Responsibility: President, Speaker of the Senate
- *Spend less time managing day-to-day operations.*
 - Create new executive positions where appropriate (e.g. Student Services Coordinator who would oversee UISG-funded programs such as Collegiate Readership Program or Safe Ride)
 - Responsibility: President, Vice President
 - Expand Executive Branch to include unpaid assistant positions
 - Responsibility: President, Vice President
- *Leaders encourage a culture of change, innovation, and constant improvement as well as a culture of excellence and accountability.*
 - Ask Senators to reflect on why they're in the organization -- recruit Senators who are in it for the right reasons
 - Responsibility: Speaker of the Senate, Internal Affairs Committee

Goal: Foster better relationships with campus partners.

Strategies:

1. Improve relationship with other student organizations.
 2. Collaborate with groups that work on same issues as UISG.
 3. Strengthen relationship between CSIL and UISG.
 4. Improve the experience of campus administrators who work with UISG.
 5. Make it easier for UISG members to connect with campus partners.
 6. Instead of always working to create new services and resources, work with campus partners to promote little known existing services.
 7. Make student government processes, especially funding, more user-friendly.
- *Improve relationships with other student organizations.*
 - UISG members attend other student organization meetings and events wearing UISG apparel to increase brand recognition
 - Responsibility: Director of External Relations
 - Increase student government participation in campus events
 - Responsibility: Director of External Relations
 - Recognize the work and accomplishments of other student groups through emails, sharing their content on social media, etc.
 - Responsibility: Director of External Relations
 - Collaborate with student organizations who work on similar issues (e.g. Active Minds for mental health advocacy)
 - Responsibility: Director of External Relations
 - *Collaborate with other campus governance groups that work on the same issues as UISG.*
 - Examples: the Dean's Student Advisory Committee for the College of Liberal Arts and Sciences and UISG Academic Affairs, Associated Residence Halls, Tippie Senate
 - Responsibility: Director of External Relations
 - *Strengthen relationship between CSIL and UISG.*
 - Connect Bill, Eric, Kristi, Dinette, etc. with Senators
 - Responsibility: Director of External Relations

- Find opportunities for CSIL to provide leadership training
 - Responsibility: Speaker of the Senate
- *Improve the experience of campus administrators who work with UISG.*
 - Write thank you notes/emails to administrators we work with
 - Responsibility: Director of External Relations
 - Ensure UISG transitions include information of previous conversations with stakeholders so that members have a better understanding of conversations that have happened historically with same stakeholders before going into meetings
 - Responsibility: Speaker of the Senate, Chief of Staff
 - Continue end-of-year thank you event for campus partners
 - Responsibility: Director of External Relations, Community & Outreach Committee
- *Make it easier for UISG members to connect with campus partners.*
 - Create a document on OrgSync with contact information for frequent campus partners.
 - Responsibility: Secretary
 - Require new executives to have meetings with relevant campus partners to make introductions (List of campus partners must be included in executive transition materials)
 - Responsibility: Chief of Staff
 - Educate campus partners on the responsibilities of UISG members so they know who to contact for collaborations and best utilize student government leaders as a resource (e.g. make executive responsibilities more clear and visible to outside partners, such as a new page on website)
 - Responsibility: Director of External Relations, Director of Communications
- *Instead of always working to create new services and resources, work with campus partners to promote little known existing services.*
 - Examples: Student Legal Services, Office of Student Financial Aid's Financial Literacy Services
 - Responsibility: Director of Communications
- *Make student government processes, especially funding, more user-friendly.*
 - Streamline OrgSync applications

- Responsibility: Chief Financial Officer
- Create online video tutorials for common procedures
 - Responsibility: Chief Financial Officer
- Have SABAC members attend student organization meetings or meet with student organization leadership
 - Responsibility: Chief Financial Officer, SABAC Committee Chair

Goal: Strengthen external relationships.

Strategies:

1. Establish UISG as a credible partner in shared governance.
2. Increase collaboration among the three Regent Universities (UI, UNI, and ISU).
3. Collaborate with universities across the country on higher education issues.
4. Improve relations with the Iowa City community.
5. Establish UISG alumni network.
6. Involve passionate students from outside of organization to engage in advocacy and initiatives.

Recommendations:

- *Establish UISG as a credible partner in shared governance.*
 - Improve annual UISG/GPSG Joint Meeting
 - Use opportunity to write more substantial legislation
 - Continue to invite shared governance leaders and administrators to hear goals for the year
 - Responsibility: Speaker of the Senate, President, Vice President
 - Create a more productive relationship with shared governance (Faculty, Staff, GPSG)
 - Have an annual retreat with shared governance membership, not just leadership
 - Responsibility: President, Vice President
 - Bring back Fireside Chats with University President, UISG members and other student leaders to give them opportunity to meet and talk openly about issues facing students
 - Responsibility: President, Vice President
 - Strengthen relationship between UISG and Presidential Charter Committees.

- Require student representatives on Charter Committees to present to UISG during Open Access or meet with relevant committee
 - Create more clear expectations for representatives on Charter Committees and communicate expectations during application process. Talk to each Charter Committees' leadership to develop expectations.
 - Responsibility: Internal Affairs Committee Chair
- *Increase collaboration among the three Regent Universities (UI, UNI, and ISU).*
 - Encourage Regent school student government collaboration past just President and Vice President
 - Responsibility: President, Vice President
 - Organize an annual summit between UI, UNI, and ISU student government members to identify opportunities for statewide action and collaboration.
 - Create legislative agenda at summit to be shared by all three schools
 - Responsibility: President, Vice President, Director of External Relations
- *Collaborate with universities across the country on higher education issues.*
 - Expand collaboration with other Big Ten schools through the Association of Big Ten Schools
 - Sponsor legislation at ABTS Conferences
 - Work with other Big Ten schools on national campaigns/initiatives
 - Appoint ABTS Liaison
 - Responsibility: President, Vice President
 - Allow members in addition to President and Vice President to attend ABTS Conferences through an application process
 - Responsibility: President, Vice President
- *Improve relations with the Iowa City community.*
 - Involve the community with UISG activities
 - Involve community leaders in student government discussions and events
 - Continue working relationship with Downtown District
 - Explore creating a "Kid Senate" program with a local school to teach students what student government does
- *Establish UISG alumni network.*

- Create UISG alumni Facebook group
 - Responsibility: Director of External Relations
- Create a contact list of past student body Presidents
 - Responsibility: Director of External Relations
- *Involve passionate students from outside of organization to engage in advocacy and initiatives.*
 - Continue creating ad-hoc committees that involve students from outside of UISG (e.g. Food Accessibility and Affordability Task Force and Housing Affordability Task Force)
 - Responsibility: President
 - Partner with student organization who work on similar issues to involve experts in specific issue areas
 - Responsibility: Director of External Relations

Goal: Increase visibility and accessibility of UISG.

Strategies:

1. *Create a UISG Communications Team that can manage the significant communications workload.*
 2. *Improve media relations.*
 3. *Bolster online presence.*
 4. *Expand physical campus presence.*
 5. *Increase outreach to student body to make UISG more accessible to students.*
 6. *Improve visibility of existing UISG resources.*
 7. *Establish consistent UISG brand identity.*
 8. *Connect with more first-year students.*
 9. *Heighten public awareness about UISG agenda.*
 10. *Be a source of information for the student body regarding university matters.*
 11. *Create and implement user-friendly, systematic mechanisms to garner student feedback.*
 12. *Make elections more accessible.*
 13. *Increase outside attendance at UISG meetings.*
- *Create a UISG Communications Team that can manage the significant communications workload.*
 - Communications Director
 - Graphics assistant
 - Social media assistant

- Street Team for tabling and outreach (e.g. Community & Outreach)
- Responsibility: Director of Communications

- *Improve media relations.*
 - Send press releases to local reporters
 - Responsibility: Director of Communications
 - Write op-eds and guest editorials about student issues
 - Responsibility: Director of Communications
 - Ensure journalistic mistakes are corrected
 - Responsibility: Director of Communications
 - Maintain good relationship with Daily Iowan UISG beat reporter and Editor-in-Chief
 - Responsibility: Director of Communications

- *Bolster online presence.*
 - Preserve #UISGforU and make it recognizable
 - Responsibility: Director of Communications
 - Improve website
 - Responsibility: Director of Communications
 - Preserve MailChimp newsletter, signup more students to receive the newsletter, and send out newsletter on a regular basis
 - Responsibility: Director of External Relations
 - Increase social media metrics by at least 10% each semester
 - Responsibility: Director of Communications
 - Create a year-long campaign to drive traffic to social media and student government website
 - Responsibility: Director of Communications
 - Get video content on UISG YouTube channel
 - Responsibility: Director of Communications

- *Expand physical campus presence.*
 - Use free campus resources for advertising, including Visix screens in IMU and Residence Halls
 - Responsibility: Director of Communications
 - Utilize UISG stickers
 - Responsibility: Director of Communications
 - Utilize sandwich board to communicate initiatives
 - Responsibility: Director of Communications
 - Hand out flyers on T. Anne Cleary

- Responsibility: Director of Communications, Community & Outreach Committee Chair
 - Work with Marketing & Design to create posters and campaigns about UISG
 - Responsibility: Director of Communications
- *Increase outreach to student body to make UISG more accessible to students.*
 - Host town hall meetings, forums, roundtables, panels, and speakers
 - Responsibility: Director of External Relations
 - Continue and improve events like “Cookies and Conversation” and “Breakfast with UISG”
 - Responsibility: Director of External Relations, Community & Outreach Committee Chair
 - Send messages through OrgSync to student organization leaders
 - Responsibility: Director of Communications
 - Host external office hours around campus
 - Responsibility: Director of External Relations
- *Improve visibility of existing UISG resources.*
 - Examples: Collegiate Readership Program, Trans Fund, charger check out programs, Safe Ride, and more
 - Update website to include all the services we provide
 - Responsibility: Director of Communications
 - Use advertising methods outlined above
- *Establish consistent UISG brand identity.*
 - Develop email signature that everyone can use
 - Responsibility: Director of Communications
 - Communicate mission statement
 - Responsibility: Director of Communications
 - Utilize business cards and nametags
 - Consider providing polos for relevant executive members and allow other members to purchase
 - Responsibility: President, Vice President
 - Label UISG purchases around campus
 - Responsibility: Chief Financial Officer
- *Connect with more first-year students.*
 - Be more intentional with outreach at Orientation

- Responsibility: Director of External Relations
 - Get freshmen connected with our social media channels
 - Responsibility: Director of Communications
 - Enhance presence in the residence halls (e.g. provide RAs with bulletin boards related to our initiatives with our logo)
 - Responsibility: Director of Communications
 - Put UISG flyers in orientation packets or send quarter-sheets to all residence hall mailboxes
 - Responsibility: Director of Communications
- *Heighten public awareness about UISG agenda.*
 - Keep website updated
 - Responsibility: Director of Communications
 - Continue and increase visibility of the annual UISG President's State of the Student Body Address
 - Responsibility: Director of Communications, President
 - Establish systematic method for contacting legislators
 - Responsibility: Governmental Relations Liaison
 - Email platform to campus partners
 - Responsibility: President, Vice President
- *Be a source of information for the student body regarding university matters.*
 - Send campus-wide mass emails to communicate issues that directly impact students
 - Responsibility: President, Vice President
 - Write statements when appropriate
 - Responsibility: President, Vice President, Director of Communications
 - Encourage all members to share information with constituents
 - Responsibility: President, Speaker of the Senate
- *Create and implement user-friendly, systematic mechanisms to garner student feedback.*
 - Increase the number of students who visit during office hours
 - Responsibility: Director of External Relations
 - Explore reviving Iowa Ideas or "What to Fix" - WTF Iowa
 - Responsibility: Director of External Relations

- Create a suggestion box on UISG website where answers are automatically forwarded to UISG email account (e.g. incorporate into contact form on website)
 - Responsibility: Director of External Relations
- *Make elections more accessible.*
 - Host multiple panels and information sessions to encourage students to run
 - Responsibility: Student Elections Commissioner, Director of External Relations
 - Move up candidacy announcement date to ensure students who want to join a ticket have time to reach out to those running
 - Responsibility: Internal Affairs Committee Chair
 - Create UISG marketing campaign for elections to increase voter turnout in UISG elections
 - Responsibility: Director of Communications
 - Email people who applied for UISG to encourage them to run for a Senate position
 - Responsibility: Internal Affairs Committee Chair
 - Email people who signed up on interest lists from tabling about running and voting
 - Responsibility: Director of External Relations
 - Continue to assess number of independent seats
 - Responsibility: Internal Affairs Committee Chair
- *Increase outside attendance at UISG meetings.*
 - Invite administrators to attend UISG meetings
 - Responsibility: Speaker of the Senate
 - Social media campaigns about our meeting time and location
 - Responsibility: Director of Communications
 - Invite relevant student leaders
 - Responsibility: Speaker of the Senate
 - Invite campus partners to meet with committees during committee meetings
 - Responsibility: Committee Chairs, Speaker of the Senate
 - Explore how this can be done in the most productive, effective way possible
 - Responsibility: Speaker of the Senate

Strategic Plan Review & Enforcement

The UISG strategic plan should be reviewed and updated each year. To ensure that UISG is working toward the goals outlined in this strategic plan, the President will be tasked with forming an ad-hoc committee to review the progress and reevaluate the goals of the strategic plan every month. While all UISG members are responsible for execution of the strategic plan, the Chief of Staff and Speaker of the Senate should meet biweekly to review progress on the plan and continue delegating tasks throughout UISG in order to achieve all of our goals. Additionally, the Chief of Staff and Speaker should meet with the ad-hoc committee monthly to keep them up to date on progress and receive feedback.