



INDIANA UNIVERSITY
STUDENT GOVERNMENT

2030 Strategic Plan

2025-2030

Protecting Student Rights, Enriching Student Life.

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Introduction: A Message from the Student Body President and Vice President

Dear Indiana University Bloomington students,

It is with great excitement and purpose that we share with you the Indiana University Student Government's (IUSG) 2030 Strategic Plan. As your Student Body President and Vice President, we believe that student government should not only respond to the moment but anticipate and shape the future. This plan is our promise to you—a roadmap for how we will evolve, advocate, and lead with intention and accountability.

Over the past year, we convened a dedicated committee of student leaders to reflect on who we are, how we operate, and where we want to go. We asked bold questions: How can we better reflect the diversity of our student body? How can we lead more effectively in our advocacy? How can we create systems that ensure long-term student empowerment, even as leadership changes year to year? This plan is the result of that introspection and ambition.

Organized around three core pillars—**Active Advocacy, Transformative Engagement, and Operational Excellence**—this plan outlines the goals, objectives, and metrics that will guide our work over the next five years. Each pillar is more than a theme; it is a call to action. Together, they form a vision of IUSG that is more collaborative, representative, transparent, and effective.

We know that strategic plans are only meaningful if they are acted upon. That's why this document also includes an implementation framework—ensuring that this vision becomes a living, evolving reality. We are committed to building continuity, tracking progress, and holding ourselves accountable to the values and commitments set forth in these pages.

Thank you for the opportunity to serve. This is your government. This is your plan.

In service,



Cooper Tinsley
Student Body President, 2024-2025
Indiana University Student Government



Nicole Santiuste
Student Body Vice President, 2024-2025
Indiana University Student Government

Purpose of the Strategic Plan

The IUSG 2030 Strategic Plan was developed to establish a unified direction for student government at Indiana University Bloomington. It is intended to:

- Provide clear priorities for IUSG's programs, services, and advocacy efforts
- Create systems of accountability that promote follow-through and transparency
- Preserve institutional memory and provide a foundation for future student leaders
- Strengthen IUSG's legitimacy as a governing and advocacy body on behalf of the student body
- Inspire collaboration across all levels of student government, the university, and beyond

This plan is not exhaustive, nor is it inflexible. Rather, it is a strategic framework—a starting point for innovation, evaluation, and action that ensures IUSG's work is aligned with student needs and aspirations.

Process and Development

The strategic planning process launched in Fall 2024 with the establishment of the IUSG 2030 Strategic Planning Committee, chaired by the Student Body Vice President. Comprising student leaders from all branches of IUSG and partner organizations across campus, the committee was tasked with evaluating current operations and crafting a forward-looking strategy to guide the organization's growth through the end of the decade.

The committee worked throughout the academic year to advance a comprehensive and inclusive planning process. It began by collecting feedback from student government members across departments to ensure diverse perspectives were reflected. The group then benchmarked peer student governments and reviewed university strategic plans to identify best practices and areas for alignment. Through this research, the committee identified structural challenges and opportunities for growth within IUSG. Finally, members collaboratively drafted the plan's pillars, goals, and metrics, laying the foundation for a strategic vision that will guide the organization through 2030.

The final plan integrates committee ideas with further refinement from the executive branch, ensuring alignment with university values while maintaining student-driven priorities.

The following pages detail the strategic goals that will shape IUSG's work through 2030. We invite every student to read, reflect, and join us in making this vision a reality.

Goal 1

Expand Advocacy with Local, State, and Federal Governments

IUSG must be a consistent, professional, and effective advocate for student interests beyond the university. By deepening relationships with government officials and coordinating with peer institutions, we will expand our presence in the legislative process and ensure student perspectives shape decisions at every level.

Objectives:

- Develop Sustainable Relationships with Elected Officials
 - Build long-term connections with local, state, and federal representatives to advocate for policies that improve student life and access to education.
- Establish a Reporting and Accountability Structure
 - Create a formalized structure for documenting meetings, tracking priorities, and reporting advocacy outcomes to the student body.
- Expand Engagement with Statewide and National Student Coalitions
 - Actively participate in the Indiana Student Government Coalition and the Association of Big Ten Students to amplify student voices on broader issues of higher education policy.
- Institutionalize Student Lobbying Opportunities
 - Establish recurring student lobby days at the Indiana Statehouse and explore the feasibility of adding an additional federal lobbying day in Washington, D.C. during the fall semester.

Metrics:

- Number of meetings held with elected officials
- Number of comment letters, testimonies, or policy briefs submitted
- Number of IUSG-sponsored legislative items at the state or federal level
- Participation and leadership in ISGC and ABTS
- Number of student-led advocacy days or public campaigns



Goal 2

Enhance IUSG's Role in University Governance

Shared governance is a cornerstone of student empowerment. IUSG must be an essential partner in shaping policies and programs that affect students, ensuring representation at every level of institutional decision-making.

Objectives:

- Expand Representation on University Committees
 - Ensure that student voices are present and empowered on key university boards and committees that influence policy, planning, and resource allocation.
- Increase Student Involvement in Policy Drafting and Approval
 - Advocate for formal student roles in policy development and review at both the campus and system levels. Explore IUSG's involvement in these processes, including engagement with the University Policy Council and Congress.
- Define the Role and Scope of Student Referendums
 - Clarify and strengthen the function of student referenda on major issues such as student fees, governance reforms, and expressions of confidence in university officials.
- Pursue Structural Reform in Key Shared Governance Bodies
 - Advance reforms to entities like the Committee for Fee Review and Funding Board to ensure transparency, efficiency, and student oversight.

Metrics:

- Number of university committees with student representation
- Number of policies revised or adopted with IUSG involvement
- Turnout and participation in student referenda



Goal 3 Strengthen Representation Within IUSG

To serve the entire student body, IUSG must reflect its full diversity and create accessible pathways for involvement. Increasing participation from historically underrepresented communities and student governments will improve legitimacy, responsiveness, and impact.

Objectives:

- Increase Graduate Student Involvement
 - Integrate graduate students more fully into IUSG through outreach, appointed roles, and advocacy on graduate-specific issues.
- Invite Governing Student Organizations to Join IUSG
 - Invite student organizations to appoint representatives to serve in Executive or Congressional roles, with a focus on coordinating the efforts of campus unit-specific student governments.
- Advance Multicultural Representation in Congress
 - Partner with cultural centers and student affinity groups to recruit and support representatives from marginalized communities.
- Increase Student-Facing Legislative Output
 - Encourage legislation that responds to student concerns, collects broad input, and communicates outcomes clearly to constituents. Develop pathways for students outside of IUSG to directly engage in the legislative process, such as submitting policy ideas, participating in hearings, or co-sponsoring resolutions.
- Expand the Role and Membership of the Multicultural Advisory Council
 - Broaden the council's responsibilities and ensure meaningful input into executive branch initiatives, cabinet work, and broader diversity efforts.

Metrics:

- Percentage of Congress made up of graduate and multicultural representatives
- Number of graduate students in the Executive Branch
- Number of governing student organizations participating in IUSG
- Number of student-centered bills/resolutions introduced and passed
- Demographic alignment of Congress with student body composition



Goal 4

Expand Support for Freedom of Expression and Diversity

As a student government, IUSG must protect the rights of students to express themselves, advocate for their values, and engage in civil discourse. This commitment must be coupled with a proactive defense of diversity, access, and belonging.

Objectives:

- Strengthen Internal Systems for Diversity Advocacy
 - Build institutional structures—such as designated roles, trainings, and frameworks—that make diversity a sustained priority across IUSG.
- Diversify Engagement and Outreach
 - Create programming and communication strategies that reach students across identities and backgrounds, especially those historically left out of campus governance.
- Defend the Right to Expression
 - Protect student speech rights while promoting mutual respect and establishing norms that support open dialogue and inclusive community.

Metrics:

- Number of diversity-focused initiatives implemented
- Attendance and reach of identity-based programs or campaigns
- Number of policies, programs, and events influenced by diversity advocacy
- Number of events or forums hosted on expression-related topics



Goal 5

Increase Capacity to Sustainably Host Programs and Services

IUSG must not only advocate but also deliver—offering services and programs that directly support student wellbeing. To do so sustainably, we must institutionalize processes and reduce turnover-driven disruption.

Objectives:

- Assess and Strengthen Program Infrastructure
 - Evaluate current offerings and develop tools (e.g., timelines, toolkits, guides) to make program delivery more consistent and scalable.
- Provide Continuity Across Administrations
 - Develop robust transition plans and documentation to preserve institutional knowledge and ensure services persist year to year.
- Institutionalize Programs and Services Through Legislative Action
 - Codify long-term programs by passing legislation in Congress to formally recognize and preserve student services.

Metrics:

- Number of programs sustained across academic years
- Creation and utilization of event planning tools and guides
- Student satisfaction with services offered
- Percentage of programs with defined leads and timelines





Pillar 2: Transformative Engagement

Aim: To cultivate a more connected, informed, and involved student body by building strong communication channels, expanding outreach across diverse communities, and creating intentional opportunities for student leadership development and alumni involvement. Through transformative engagement, IUSG seeks to not only respond to students, but inspire them to participate, lead, and reimagine what student government can be.

Goal 1

Expand Visibility Across Campus

Students can only engage with IUSG if they know who we are and what we do. Increasing visibility ensures more students are aware of IUSG's resources, services, and leadership opportunities.

Objectives:

- Develop a Year-Long Communications Calendar
 - Plan and execute a consistent, proactive communications strategy across social media, email, print, and in-person outreach.
- Bolster the “Informed Student” Newsletter
 - Highlight current initiatives, legislation, student leaders, and campus impact through recurring storytelling and visual media.
- Engage Students Where They Are
 - Increase IUSG presence at NSO, Welcome Week, First Year Experience events, and table in high-traffic areas like the IMU, Wells Library, and dining halls.
- Partner with Diverse Campus Communities
 - Build relationships with cultural centers, student organizations, and residence halls to strengthen outreach to historically underrepresented students.
- Utilize Campus Media and Physical Branding
 - Collaborate with IDS, WIUX, and IUSTV; post flyers, banners, and stickers; and distribute branded materials to raise name recognition.
- Host Public Forums and Feedback Sessions
 - Offer accessible spaces for dialogue between students and their elected representatives.

Metrics:

- Number of outreach events hosted or attended
- Follower growth and engagement rates across platforms
- Distribution of branded materials across campus
- Attendance at forums and public meetings



Goal 2 Strengthen Our Digital Presence

An effective digital presence expands reach, engages students on their preferred platforms, and provides transparency into IUSG's work and impact. Prioritizing digital accessibility—through features like alt-text, subtitles, and inclusive design—ensures all students can access and engage with our content.

Objectives:

- Produce Regular, High-Quality, and Engaging Content
 - Share updates, behind-the-scenes content, calls to action, and interactive posts to connect with students and generate dialogue.
- Implement and Uphold Branding and Marketing Guidelines
 - Ensure all IUSG content and materials follow established visual and messaging standards to strengthen organizational identity and enhance communication clarity. Update and reinforce adherence as revised guidelines are finalized.
- Prioritize Digital Accessibility
 - Ensure that all IUSG content and materials is designed with accessibility in mind by including features such as alt-text for images, captions and transcripts for videos, and inclusive color and layout choices, making our content more navigable and meaningful for students of all abilities.

Metrics:

- Monthly follower growth by platform
- Engagement rate (likes, shares, comments) per post
- Number of student interactions driven by online content
- Percentage of digital content that meets accessibility standards



Goal 3

Build an Active Alumni Network

Alumni can be valuable advocates, mentors, and supporters. Establishing a sustainable network will strengthen continuity and open new opportunities for student-alumni collaboration. The Director of Alumni Relations will play a key role in cultivating these connections and maintaining ongoing engagement.

Objectives:

- Launch an IUSG Alumni Association
 - Create an organized structure for engaging former members and preserving institutional knowledge.
- Establish an Alumni Contribution Network
 - Encourage alumni to support IUSG programs financially or through mentorship, speaking engagements, and networking events.

Metrics:

- Number of alumni participating in formal programming
- Alumni donations or in-kind contributions received
- Launch and membership growth of the Alumni Association



Goal 4

Develop and Sustain Student Leadership Pathways

Student leaders don't emerge overnight. Early engagement and sustained opportunities for advancement build confidence, knowledge, and a sense of belonging in student governance.

Objectives:

- Expand the First-Year Internship Program (FIP)
 - Scale and improve FIP to provide more first-year students with meaningful exposure to all three branches.
- Increase Participation Opportunities Through Committees
 - Leverage executive committees as accessible points of entry for students to get involved in student government issue areas.

Metrics:

- Number of FIP interns accepted and retained
- Total student participants in sub-cabinet and committee roles
- Retention of early participants in future IUSG roles
- Number of applicants for executive opportunities





Pillar 3: Operational Excellence

Aim: To build a sustainable, efficient, and mission-aligned student government by strengthening internal systems, enhancing leadership capacity, ensuring financial transparency, and fostering a culture of accountability, collaboration, and respect. Operational excellence ensures that IUSG is not only effective in its current work, but capable of evolving to meet the needs of future student generations.

Goal 1

Optimize Financial Systems and Practices

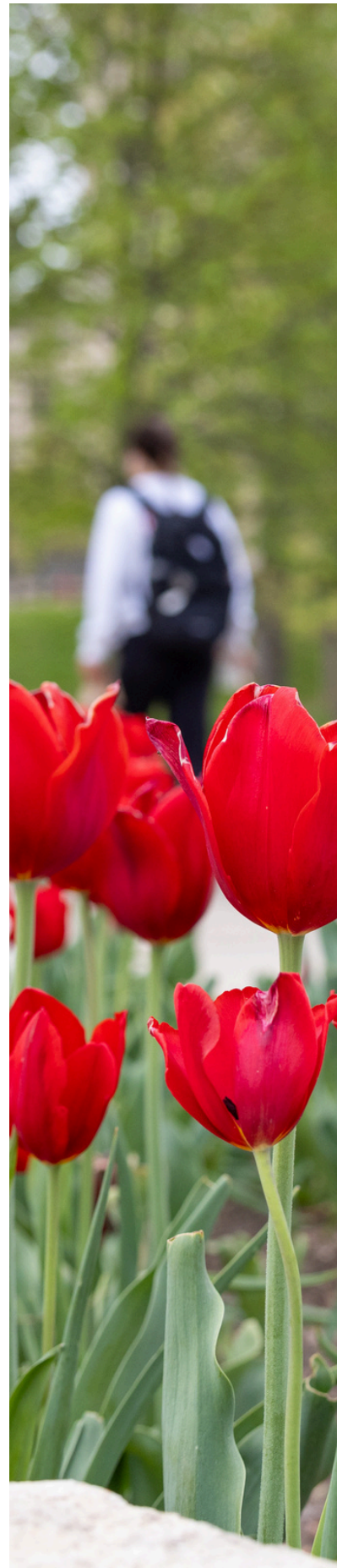
IUSG's financial systems must be transparent, efficient, and mission-driven. By aligning our practices with those of the university and implementing new standards, we can increase fiscal responsibility and ensure that student dollars support student priorities.

Objectives:

- Implement a Hybrid Budget Model
 - Establish a budgeting system that combines line-item budgeting, zero-based budgeting, reserve requirements, and year-end spending protocols.
- Align with University Financial Standards
 - Sync IUSG's financial calendar, reporting procedures, and actuals tracking with university systems to ensure consistency and accountability.
- Develop Account-Based Usage Policies
 - Create clear policies for how accounts (credit card, SILC, foundation, etc.) may be used by each branch or individual.
- Adopt a Comprehensive Conflict of Interest Policy
 - Establish clear ethical guidelines and oversight for all financial decision-making.

Metrics:

- Percentage of spending within approved budget lines
- Number of financial training sessions or resources deployed
- Number of accounts with clearly defined usage policies
- Year-over-year budget rollover and reserve balance



Goal 2

Expand Continuity and Improve Leadership Transitions

Effective transitions between administrations are essential for institutional memory and continued service to students. Reforms in leadership structure, terms, and expectations will enhance stability.

Objectives:

- Reevaluate the Presidential Term Structure
 - Explore the benefits of aligning executive terms with the calendar year versus the academic year.
- Assess the Congressional Term Structure
 - Evaluate the effectiveness of six-month congressional terms and consider potential conflicts with other practices or limitations they create for continuity, institutional knowledge, and long-term legislative planning.
- Strengthen Transition Timelines and Documentation
 - Require thorough transition notes, shadowing periods, and standardized onboarding for incoming leaders. Explore establishing a longer transition timeline between outgoing and incoming leadership to ensure continuity, knowledge transfer, and organizational stability.
- Establish Presidential Eligibility and Preparedness Standards
 - Consider minimum eligibility criteria such as class standing or previous service in IUSG to ensure readiness for office while balancing their legitimacy as a representative of all students.

Metrics:

- Completion rate of transition documentation
- Shadowing participation rates
- Number of transition meetings and trainings held
- Continuity of key programs and projects year over year



Goal 3

Prioritize Personnel Development and Advancement

Student government is a space for leadership growth. Clear expectations, pathways for advancement, and support structures will increase engagement, performance, and retention.

Objectives:

- Develop Detailed Role Descriptions and Expectations
 - Create accessible, consistent job descriptions for all executive, legislative, and judicial roles.
- Formalize Recruitment and Termination Policies
 - Standardize processes for appointing, reviewing, and—if necessary—terminating members of the executive branch.
- Expand Internal Mobility and Advancement Pathways
 - Promote from within whenever possible and empower students to take on new responsibilities across roles and branches.
- Implement a Financial Incentive Model Without Student Fee Use
 - Explore grants, stipends, or other forms of non-student-fee-based compensation to recognize significant student contributions.

Metrics:

- Retention and promotion rates within IUSG
- Number of internally filled positions
- Use of job descriptions and evaluation tools
- Student satisfaction with training and support



Goal 4

Foster a Culture of Respect and Collaboration

A healthy internal culture promotes productivity, wellness, and shared purpose. Regular opportunities for connection and reflection build a stronger team.

Objectives:

- Facilitate Internal Community Building
 - Host cross-branch social events, collaborative projects, and team recognition programs.
- Mentor New Members Through Onboarding Programs
 - Pair incoming members with experienced leaders to ease transitions and build relationships.
- Hold Regular Town Halls with the Student Body
 - Use public-facing forums to stay accountable to students and maintain transparency.
- Institutionalize an All-Branch Retreat at the Start of Each Term
 - Launch each term cycle with a collaborative retreat where members from all branches can explore IUSG's structure, mission, and shared goals together.

Metrics:

- Number of internal events and collaborations held
- Feedback collected through surveys or open forums
- Participation rates in mentorship and onboarding programs
- Attendance and engagement at town halls



Goal 5

Strengthen Record-Keeping and Organizational Memory

IUSG must keep accurate, organized, and accessible records to operate transparently and preserve institutional knowledge.

Objectives:

- Centralize Record-Keeping Systems
 - Evaluate and enhance tools like Microsoft Teams and Archives of Institutional Memory to ensure centralized, searchable archives across branches.
- Assign Clear Documentation Responsibilities
 - Require designated officers or roles in each branch to maintain and upload records regularly.

Metrics:

- Number of records successfully archived each semester
 - Accessibility of key governing documents and archives



Goal 6

Improve Organizational Structure and Cross-Branch Coordination

Efficiency and alignment depend on the way we structure our teams and decision-making. Revisiting internal hierarchies, responsibilities, and points of oversight will improve function and reduce friction.

Objectives:

- Reevaluate and Clarify Oversight Mechanisms
 - Review and update procedures around contract approval, cabinet nominations, credit card use, and cross-branch coordination to decrease tensions across branches.
- Reduce Bureaucratic Redundancies
 - Identify areas where processes overlap and streamline workflows to free up time and energy for innovation.
- Unify Global Resources Across Branches
 - Align branding, communications, services, and internal operations to reflect a unified organization.
- Develop a Framework for Crisis Response
 - Explore the creation of internal protocols for rapid decision-making, communication, fund allocation, and coordination during campus or organizational crises to ensure a timely and unified response.

Metrics:

- Number of restructured or clarified procedures
 - Time saved from reduced redundancies
- Stakeholder satisfaction with internal processes
 - Level of cross-branch collaboration on initiatives





IUSG 2030 Strategic Plan: Implementation Framework

To ensure the goals outlined in this strategic plan are met, IUSG will implement a structured framework of accountability, leadership, and evaluation. The implementation plan is designed to translate our ambitions into sustained action across all three branches of student government.

Implementation Overview

Each goal in this strategic plan will be assigned to a relevant IUSG entity for leadership and execution. Progress will be reviewed regularly and reported to the student body annually.

Key Components:

- Ownership
 - Each goal will have a designated lead—typically a Cabinet department, Congressional committee, or appointed officer.
- Timeline
 - Objectives will be phased in across the five-year period (2025–2030), with priority actions launched in the first two years.
- Tracking
 - Departments will be expected to report progress on key metrics twice annually.
- Continuity
 - Strategic goals will be embedded into transition documents and onboarding for future administrations.

Roles and Responsibilities

- Student Body President & Vice President
 - Oversee implementation and continuity of the plan. Provide annual progress updates and coordinate cross-branch collaboration.
- Chief of Staff
 - Ensure Cabinet departments are making progress toward assigned goals. Lead mid-year and end-of-year reviews.
- Cabinet Departments
 - Implement goals and objectives relevant to their portfolio. Propose new initiatives aligned with the strategic plan. Report progress using agreed metrics.
- Congressional Committees
 - Advance legislation, funding priorities, and resolutions in alignment with strategic objectives. Hold hearings or forums as needed.
- Judicial Branch
 - Ensure constitutional and procedural consistency in implementation. Support record-keeping and transparency when appropriate.

Annual Strategic Plan Reporting

Each spring semester, IUSG will publish a brief **Strategic Plan Progress Report** that:

- Summarizes progress toward each goal
- Highlights key accomplishments
- Identifies obstacles and proposed solutions
- Updates metrics and adjusts targets if needed

This report will be distributed publicly to the student body and archived for future reference.

Integration into IUSG Operations

- All Cabinet departments and congressional committees must align their annual priorities with this strategic plan.
- Strategic plan progress should be a recurring agenda item in Cabinet and cross-branch meetings.
- Incoming executive and legislative leaders will receive a copy of the plan and implementation guide during onboarding.
- Transition documents must include an update on progress made and outstanding objectives for all relevant goals.

Review and Revisions

The strategic plan will undergo a formal review in Spring 2028 to assess long-term impact and make necessary adjustments ahead of the 2030 conclusion.

The next strategic planning process should begin by Fall 2029 to ensure continuity into the next decade.

Through this framework, we commit not only to big ideas—but to the discipline, transparency, and teamwork necessary to bring them to life.



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