

Associated Students of the University of Wyoming
114th Administration
2026-2027
President Kaiser and Vice President Elwood
Administration Strategic Plan & Operations Guide



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ASUW 114th Administration Strategic Plan

A Vision for the Kaiser & Elwood Administration

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1. Who We Are

1.1 Welcome Letter

To the ASUW 114th Administration,

Hello!

We are very eager to begin this ASUW administration, and equally grateful to have you all be a part of it. We are excited to welcome you to the team and learn from the unique perspectives each of you brings to ASUW. Looking forward to the year ahead, it is important to be intentional about our direction as an

administration and the impact we hope to make on the University of Wyoming and its students. At the core of this administration is a desire to return to ASUW to its simplest form: serving our fellow students. ASUW's mission is "to serve our fellow students in the best manner possible through accurate representation, professional interaction with campus programs and organizations, and responsible, effective leadership." Keeping this mission at the center of our work will help ensure that our priorities remain focused on what ASUW is ultimately here to do—serve students.

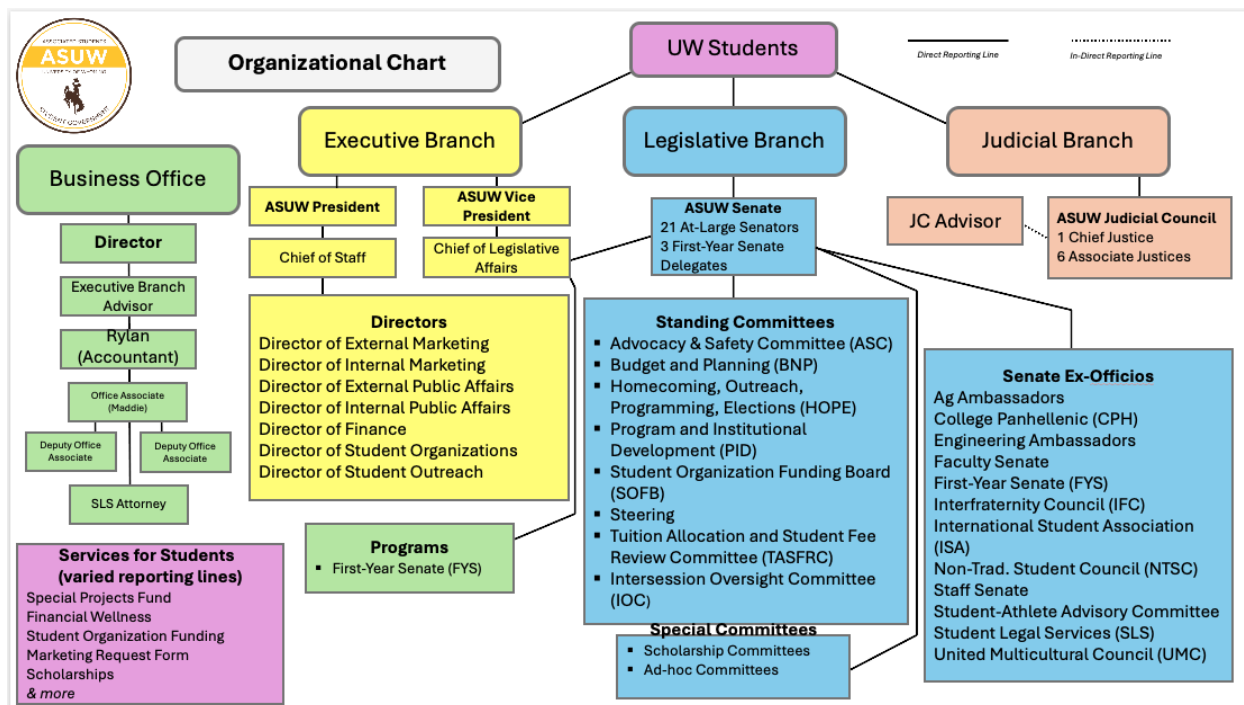
With that in mind, we have chosen to develop a strategic plan for our administration. We see this as a way to be transparent about our priorities and provide a tangible roadmap for the work we hope to accomplish this year. With so many different roles and responsibilities within ASUW, we want to ensure that our goals remain clear, connected, and easy to reference throughout the year. This plan will help us stay accountable to the priorities we have set while providing a foundation for our executive and legislative areas to work toward a shared vision. At the same time, everyone is encouraged to bring new ideas and opportunities to the table, using this plan as a source of inspiration and a guide rather than a limitation.

We are incredibly excited for what this administration can accomplish together. Thank you for being willing to take on these roles, invest your time and energy into ASUW, and ultimately serve the students of the University of Wyoming. We are looking forward to working alongside each of you and making this a meaningful, productive, and memorable year for ASUW.

With gratitude,

President Kaiser & Vice President Elwood

1.2 The 114th Administration at a Glance



- To be Noted
 - President Kaiser has written a charge letter to create an Ad-Hoc Fraternity and Sorority Life Committee, recognized under Special Committees (*see Section 3.2 “Project Portfolio” below for additional details)
 - DIA Shuttle Committee, intended to evaluate expansion and possible offloading efforts.

1.3 Leadership Philosophy

What does leadership look and feel like in the 114th Administration?

A. Student-Centered Leadership

- Keep student needs and experiences at the center of ASUW's decisions and priorities.
- Oversee a shift from politics to policy, focusing heavily on what is needed, not what is popular.
- Make sure student voice is reflected in conversations with university leadership and campus partners.
- Focus on representing students across campus, not just those who are already engaged with ASUW.

- Lead with ASUW's role as a service, representation, and advocacy organization.

B. Collaborative Governance

- Encourage the Executive and Legislative Branches to work together rather than operating as separate entities.
- Build strong working relationships with campus departments, student organizations, and City of Laramie partners.
- Share information and resources across ASUW to make our work more effective.
- Look for opportunities to work with other entities when a shared effort can have a greater impact.

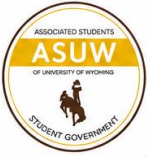
C. Accountability Through Action

- Follow through on commitments made to students, campus partners, and ASUW personnel.
- Turn ideas and conversations into clear and tangible next steps and outcomes.
- Take ownership of assigned work and communicate when something is delayed or needs to change.
- Measure success by both the work that gets done and the impact it has.

D. Accessibility & Communication

- Make ASUW leadership approachable and easy for students, personnel, and campus partners to reach.
- Maintain clear communication within ASUW and respond to questions and concerns in a timely manner.
- Make sure inquiries reach the right person and do not get lost between departments or branches.
- Keep members informed about decisions, opportunities, and changes that affect their work.

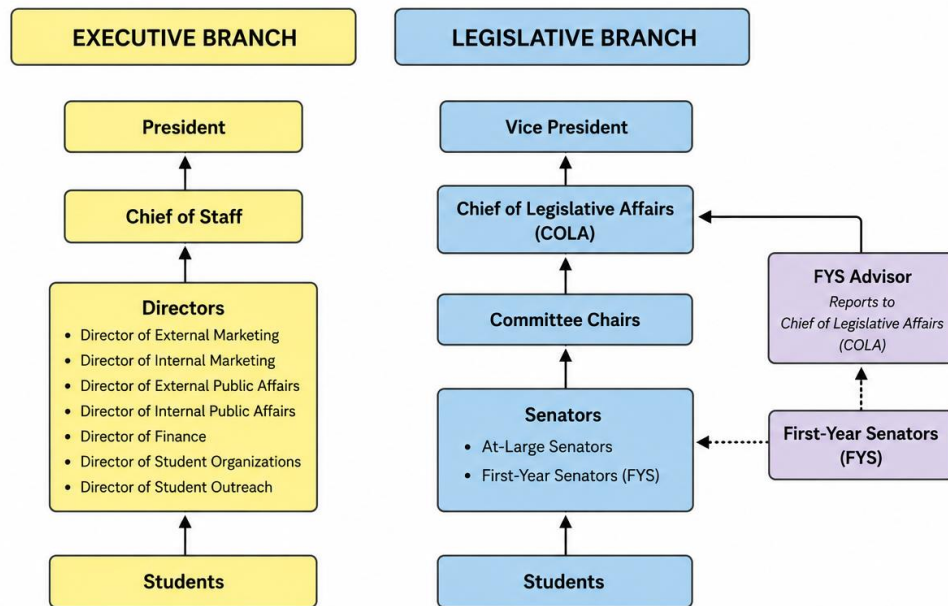
**The chain of communication is intended to create clarity and efficiency, not barriers. ASUW personnel should communicate directly with the appropriate person when their role or responsibility requires it, while utilizing the Chief of Staff and Chief of Legislative Affairs to coordinate information and ensure follow-through. **



Reporting Lines / Chain of Command

ASUW Executive and Legislative Branches

← Direct Reporting Line
 ←····· In-Direct Reporting Line



E. Empowering Student Leaders

- Provide Senators and Directors opportunities to take ownership of issues and projects they care about.
- Provide direction and support without requiring every idea to come directly from executive leadership.
- Encourage members to build relationships, try new approaches, and take initiative.
- Give members the tools and expectations needed to turn their ideas into meaningful work.

F. Leadership Structure

President Kaiser & Vice President Elwood

- Set the administration's vision, priorities, and overall direction.
- Represent ASUW in high-level relationships with university leadership and external partners.
- Provide guidance across both branches while delegating day-to-day work.

Chief of Staff Golden & Chief of Legislative Affairs Heffley

- Serve as the primary operational and legislative extensions and liaisons of the President and Vice President, also known as the Executive Relations Team.
- Act as key points of contact for questions, concerns, and follow-up within their respective areas.
- Help move administration priorities from conversations into action and keep work moving across ASUW.
- Serve as the administration's "boots on the ground," providing day-to-day leadership and follow-through.

1.4 Administration Core Values

What should guide our decisions and interactions as student leaders?

Value	What it Means In Practice in the 114 th Administration
Stability	ASUW is an organization free from unnecessary personal drama or personal agendas. We operate with professionalism, accountability, and mutual respect, recognizing that we have been entrusted with student resources and the responsibility of representing our peers. Every member is expected to approach their role with the same ownership and commitment to excellence expected in any high-performing organization.
Integration	ASUW emphasizes the unique value that lies within student groups and organizations, including but not limited to populations like International Students, Online Students, Fraternity and Sorority Life Students, Graduate Students. ASUW serves as a reflection of a unique student population and works to ensure that every student has a positive campus experience.
Transparency	ASUW strives to be an accessible and efficient body; ASUW personnel, initiatives, and programming should be easily recognizable and digestible by the student body for a more informed campus culture.

Collaboration	ASUW utilizes already existing campus resources and partners for programmatic efforts; partnerships instead of silos contribute to a well-rounded campus culture, which contributes to well-rounded UW students.
Advocacy	ASUW emphasizes the need for decisions to originate from the student voice; we are committed to actively listening, engaging with, and advocating for the diverse needs, concerns, and aspirations of the students we represent.

2. What We Have Already Done

The 114th Administration began its work before the academic year, with President Kaiser and Vice President Elwood using the summer to establish priorities, build relationships, and move key initiatives forward. This section highlights the progress made during Summer 2026 and provides the foundation for the work that will continue throughout the administration.

2.1 Summer 2026 Progress Report

Joint Initiatives

Work advanced collaboratively by President Kaiser, Vice President Elwood, and other areas of ASUW.

- **Fraternity & Sorority Life Integration**
 - President Kaiser and Vice President Elwood continued conversations around more intentionally integrating FSL into campus life; they identified opportunities for stronger communication and collaboration between FSL, ASUW, and upper administration. They established areas for continued work during the academic year, including—most tangibly—creating a charge letter to implement an Ad-Hoc committee focused on Fraternity and Sorority Life integration and advancement to be approved by the Senate in September 2026.
- **Graduate Student Stipend Increases**
 - President Kaiser and Vice President Elwood engaged in conversations surrounding graduate student compensation and stipend levels. They continued exploring opportunities for ASUW to advocate on behalf of graduate students.

President Kaiser also identified the next steps for continued advocacy at both the institutional and state levels throughout the academic year during the Board of Trustees meeting in July.

- **Digital Literacy & Emerging Technology**
 - President Kaiser and Vice President Elwood began conversations surrounding student needs related to digital literacy and emerging technology. They explored ASUW's potential role in addressing technology-related opportunities and concerns related to the University's recruitment and retention efforts. Following these conversations, President Kaiser and Vice President Elwood have authored a resolution on emerging technology in teaching and learning settings which will be introduced to the Senate in September 2026
- **Paid Internships through ACES**
 - President Kaiser and Vice President Elwood worked toward expanding paid internship opportunities for students in Laramie through ACES. President Kaiser promoted the process of hiring an internship coordinator housed under ACES to allocate state and ASUW funding for paid internships.
- **Revisions to ASUW Programming**
 - President Kaiser and Vice President Elwood analyzed the programming efforts in previous administrations for efficiencies. In an effort to ensure all ASUW programming is well-attended, easily digestible, and financially responsible, they authored a piece of legislation to require all ASUW programming to occur in conjunction with another campus entity.

Executive Initiatives

Work led through the Executive Branch to strengthen ASUW's operations and campus presence.

- **Director Hiring**
 - President Kaiser and Chief of Staff Golden completed hiring processes for all of the Executive Branch Director positions. They prepared the Director of External Marketing and Director of Internal Public Affairs and Advocacy to begin implementing administration priorities over the summer.
- **Voting Center**
 - Chief of Staff Golden continued work surrounding the support of a campus voting center at the Gateway Center. She explored opportunities to improve student access to voting resources and information and identified next steps for implementation for the Wyoming gubernatorial primary and general election.

Legislative Initiatives

Work focused on strengthening the Senate and preparing the Legislative Branch for the academic year.

- **First-Year Senate Advisor**
 - Vice President Elwood and Chief of Legislative Affairs hired an advisor to support the First-Year Senate. Established additional leadership and mentorship capacity for first-year representative and created a foundation for stronger integration between First-Year Senate and the broader Legislative Branch.
- **Committee Assignments**
 - Vice President Elwood completed committee assignments for Senators based on their preferred committees and shared interest.

Transportation & Campus Life

Work focused on student access, campus experience, and quality-of-life concerns.

- **DIA Shuttle**
 - Chief of Staff Golden and Director of Internal Public Affairs and Advocacy Corley continued advocacy and coordination surrounding transportation between Laramie and Denver International Airport. The DIA shuttle completed two successful trips from DIA, bringing students back to campus to begin the fall semester.

Institutional Partnerships

Relationships developed over the summer that will support the administration's work throughout the academic year.

- **President Shane Reeves and Executive Vice President Kraig Sheetz**
 - President Kaiser and Vice President Elwood were able to meet with both President Reeves and Executive Vice President Sheetz to discuss important institutional matters, such as executive synergy, student involvement and advocacy, and continued support for the student experience. President Kaiser was also fortunate enough to be given the opportunity to be on the inaugural episode of WyoSpotlight, a podcast began by President Reeves to connect with external and campus stakeholders. The episode is a fantastic place to listen to what ASUW, and our leadership team is focused on as we begin the academic year.
- **College Deans**

- President Kaiser and Vice President Elwood met with college deans across the University of Wyoming. They used these meetings to establish relationships, learn about college-specific student concerns, identify opportunities for collaboration, and communicate their administration priorities. These meetings served as direct lines of communication between ASUW leadership and academic leadership.

3. Where We Are Going

This section translates the vision of the 114th Administration into focused areas of work and action. The Strategic Framework establishes the priorities that will guide our decisions, while the Project Portfolio identifies the initiatives through which we will put those priorities into practice. Together, they provide a clear direction for the administration while allowing flexibility to respond to emerging student needs and opportunities.

3.1 Strategic Framework

Strategic pillars define where the 114th Administration will focus its time, resources, and efforts. While our leadership philosophy describes how we lead and our core values describe what guides our decisions, these pillars identify the areas where we intend to make an impact.

1	STUDENT ADVOCACY • Champion student voices in institutional decision-making • Advocate for policies and initiatives that improve student experiences • Address student concerns and emerging issues • Promote equity, inclusion, and accessibility
2	MEANINGFUL PROGRAMMING FOCUS ON: • High attendance • Efficient planning • Financial responsibility
3	CAMPUS PARTNERSHIPS INCLUDE: • University departments • Student organizations • Faculty • Administration • Community partners
4	OPERATIONAL EXCELLENCE • Communication • Efficiency • Professionalism • Leadership development
5	STUDENT ENGAGEMENT • Representation • Visibility • Accessibility

3.2 Project Portfolio

The Project Portfolio serves as a collection of potential projects and initiatives that have emerged from work completed over the summer or by previous ASUW administrations. These projects are intended to provide senators with ideas and inspiration as they identify opportunities to make an impact on campus and advocate for students. Senators are **not limited to the projects included in this portfolio** and are encouraged to pursue issues, ideas, and initiatives that align with their interests and the needs of the students they represent. This portfolio is simply a

starting point for senators who may be looking for direction, inspiration, or an opportunity to continue work that has already begun.

Project Name	Purpose	Lead Office/Individuals	Partners	Status
Nursing Shuttle	Providing shuttle transportation for Nursing students who complete clinicals in Cheyenne to mitigate gas costs.	Up for grabs	College of Health Sciences, Faye Whitney School of Nursing, Student Nursing Association	Resolution written in 113th Administration; follow-up conversations regarding logistics of implementation needed.
Out of state tuition	Emphasizing the need for lowered out-of-state tuition rates to ensure that the University of Wyoming remains a regional competitor in the Mountain West.	Up for grabs	N/A	Initial conversations had, resolution needs to be written
Pathways from Prison	Better integrating the online students who are currently in the correctional facilities in Torrington and Lusk into the University culture.	Vice President Elwood and anyone interested	Pathways from Prison Staff Rob Colter and Dan Fetsco, Vice President Elwood	Trip to Torrington April 2026, meetings with Rob and Dan occurred, Senate Special Event set for September 2026
Student Advisory Boards	Many colleges contain their own student advisory boards to act as the student perspective in decision making and feedback. Senators who are interested in serving the specific needs of	Contact President Kaiser or Vice President Elwood for initial conversations and contacts for colleges	N/A	N/A

	their college are encouraged to get in touch with their specific advisory boards.			
Student Fee Return on Investment Project	Display to students where their money goes after they pay specific fees, and how they can make the most of those mandatory fees.	TASFRC committee and/or other interested senators	Alex Kean and President Kaiser	Initial conversations occurred, everything else still needs to be completed.
Creation of an LSAT Testing Center	There is a lack of LSAT testing resources for undergraduate students pursuing a career in Law. Partnering with the Law School to analyze what resources in Laramie exist and what can be expanded.	Up for grabs	Law School and the Department of Criminal Justice and Sociology	Just an idea right now; ground zero

4. How Everyone Contributes

The success of the 114th Administration depends on every member understanding how their role contributes to our shared priorities. This section translates the administration's strategy into clear responsibilities, expectations, and opportunities for involvement across ASUW. From departments and committees to individual Senators and leaders, it provides a framework for turning our priorities into meaningful action.

4.1 Emerging Opportunities

The Strategic Plan is a **living document** that is intended to grow with the needs of students, campus, and the Laramie community. The Project Portfolio provides Senators with a starting

point for identifying work they may want to pursue, but it is not a limit on what can be accomplished. Senators are encouraged to identify new opportunities, bring forward ideas, and take ownership of projects that align with ASUW's priorities.

- **Write Legislation:** Develop resolutions or other legislative actions addressing student concerns, campus policies, or issues identified through Senate discussions.
- **Advance Existing Projects:** Use the Project Portfolio to identify initiatives that need continued research, advocacy, outreach, or follow-through.
- **Respond to Student Concerns:** Turn issues raised by students into research, recommendations, legislation, or conversations with appropriate campus leadership.
- **Build Campus Relationships:** Work with campus departments, student organizations, and approved campus partners to better understand an issue or develop a solution.
- **Develop New Projects:** Identify an issue that is not currently represented in the Project Portfolio and develop a proposal that aligns with the Strategic Plan.
- **Bring Opportunities to Senate:** Share emerging concerns, partnerships, or project ideas with the appropriate committee or Senate so they can be explored collectively.
- **Collaborate Across ASUW:** Work with other Senators, committees, Directors, or Executive leadership when an issue crosses multiple areas of student government.
- **Document and Transition Work:** Keep records of progress, contacts, and recommendations so projects can continue even if they extend beyond the 114th Administration.

4.2 Expectations for Leaders

Reference “ASUW Procedure and Practice” located in the "Resources” folder in the Legislative Branch folder of the SharePoint and Article 2, Section 2.02, Subsection 4 of the ASUW By-Laws.

5. When It Happens

5.1 Annual Timeline

Color Key:

Executive Branch

Legislative Branch

Joint Initiatives

General

Fall 2026 Semester	What Happens?
August	• ASUW Orientation marks the beginning of the 114th Administration • The Intercession Oversight Committee meets for the final time over the summer • Committee assignments are released and temporary chairs are notified • The DIA Shuttle completes two trips to DIA and back for students seeking transportation to Laramie
September	• The ASUW Senate convenes for the first time of the 2026-2027 academic year (September 1st) • Each of the 7 standing committees finalize their Fall 2026 meeting time (by September 4th) • TASFRC begins student fee hearings • SOFB begins funding request presentations • HOPE plans and executes ASUW Homecoming programming and other contributions (September 24-26th) • The FSL Ad-Hoc Committee convenes for the first time • First-Year Senate convenes for the first time of the 2026-2027 academic year
October	• B&P begins special projects hearings • The Director of Internal Public Affairs and Advocacy and ASC conduct the Student Issues Survey • ASC begins to execute the student union visioning survey • PID completes annual ASUW Strategic Plan review • ASUW Giving Day Campaign happens on the 21st – 22nd
November	• B&P presents their special projects allocation resolution to the ASUW Senate • TASFRC presents their student-fee resolution to the ASUW Senate • ASC conducts the campus safety audit • PID begins program audit of the First-Year Senate
December	• The ASUW Senate convenes for the final time of the Fall 2026 Semester • HOPE executes programming for the December Union After Dark • The DIA Shuttle completes a trip from Laramie to DIA

Spring 2027 Semester	What Happens?
January	• The Intercession Oversight Committee convenes over Winter Break • The ASUW Senate convenes for the first time of the Spring 2027 semester after Winter Break
February	• B&P holds Budget Deliberation for FY28 • HOPE executes programming for the February Union After Dark • ASC presents the campus safety audit resolution to the ASUW Senate • PID finalizes the report of the First-Year Senate audit and presents it to the First-Year Senate • FY28 Budget must be passed by March 1st
March	• ASUW Elections applications open
April	• HOPE executes Elections for the 115th Administration • The Director of Finance executes programming for financial literacy month
May	• ASUW hosts the annual End-Of-Year Banquet • The 115th Administration begins with the inauguration of the 115th President and Vice President

6. How We'll Measure Success

Success will be measured by both the impact of our work and our progress toward the administration's priorities set by President Kaiser and Vice President Elwood. These measures will guide reflection throughout the 114th Administration while creating a benchmark that future administrations can use to evaluate and build upon our work.

6.1 Key Performance Indicators

These indicators are intended to measure both the activity and impact of the 114th Administration. Not every measure will be reduced to a single number; qualitative feedback, outcomes, and reflection will be considered alongside quantitative data to provide a more complete picture of ASUW's effectiveness.

Engagement

How consistently are ASUW personnel participating in and contributing to the organization?

- **Hours Logged:** Tracking whether members are consistently dedicating time to their responsibilities and projects.
- **Participation:** Evaluating involvement in meetings, committees, projects, and other ASUW activities.
- **Retention:** Monitoring whether members remain engaged and active throughout the administration.
- **Attendance:** Tracking participation in required meetings, events, and organizational activities and holding members accountable if attendance expectations are not met.

Advocacy

How will ASUW be able to identify student concerns and turn student voice into action?

- **Resolutions:** Tracking legislation introduced, considered, and passed in response to student needs.
- **Student Concerns:** Using qualitative and quantitative data to identify areas of strength and improvement.
- **Student Concerns Addressed:** Monitoring ASUW's response or follow-through to identified areas of strength and improvement.
- **Policy Outcomes:** Evaluating whether advocacy efforts result in meaningful changes, decisions, or commitments.

Programming

Is ASUW programming purposeful, well-attended, and responsible with student fee dollars?

- **Attendance:** Evaluating whether programs are reaching the students they are intended to serve.
- **Budget Efficiency:** Considering attendance, impact, and outcomes in relation to the FY27 Designated Operating Budget and other resource allocation.
- **Feedback:** Using participant feedback to identify what went well and what should change for future programming.
- **Collaborations:** ASUW programming should prioritize partnerships with other campus entities; partnerships should act as the forefront to planning and executing programming

Partnerships

What ability does ASUW have to build and strengthen relationships that extend beyond the duration of the 114th Administration?

- **University Collaborations:** Tracking meaningful partnerships with university departments, student organizations, offices, and administrators.
- **Community Partnerships:** Measuring engagement with organizations and entities in the Laramie community.
- **Cross-Branch Initiatives:** Tracking projects that bring multiple areas or branches of ASUW together toward a shared goal.

Organizational Development

How effectively does ASUW develop its people, departments, and internal operations?

- **Leadership Growth:** Evaluating opportunities for members to develop skills, take ownership, and grow as leaders.
- **Department Effectiveness:** Assessing whether branches and committees are meeting their responsibilities and contributing to administration priorities.
- **Project Completion:** Tracking whether initiatives move from planning to implementation and completion.
- **Innovation:** Recognizing new ideas, approaches, and solutions that improve how ASUW operates or serves students.

Visibility

How effectively does ASUW connect with the students they serve and establish a visible presence across campus?

- **Marketing Reach:** Tracking the reach and effectiveness of ASUW's communications and promotional efforts.
- **Outreach Events:** Measuring opportunities created for direct interaction with students, with meaningful and collaborative programming in mind.
- **Student Engagement:** Evaluating whether outreach efforts result in meaningful student participation and feedback.
- **Campus Recognition:** Considering whether students increasingly recognize ASUW as a resource, representative body, and avenue for advocacy.

7. Assessment & Reflection

Assessment and reflection allow the 114th Administration to look beyond what was accomplished and understand what was learned along the way. Through a mid-year review and end-of-year assessment, we will identify progress, recognize challenges, make adjustments, and document lessons that can inform future work. This process is intended to create institutional memory, strengthen accountability, and ensure that the work of the 114th Administration provides a foundation for those who follow.

7.1 Mid-Year Review

A midpoint opportunity to evaluate progress toward our priorities, identify challenges or gaps, and make adjustments while there is still time to act on them.

***To be completed by President Kaiser, Vice President Elwood, and the Executive Relations Team in December 2026.**

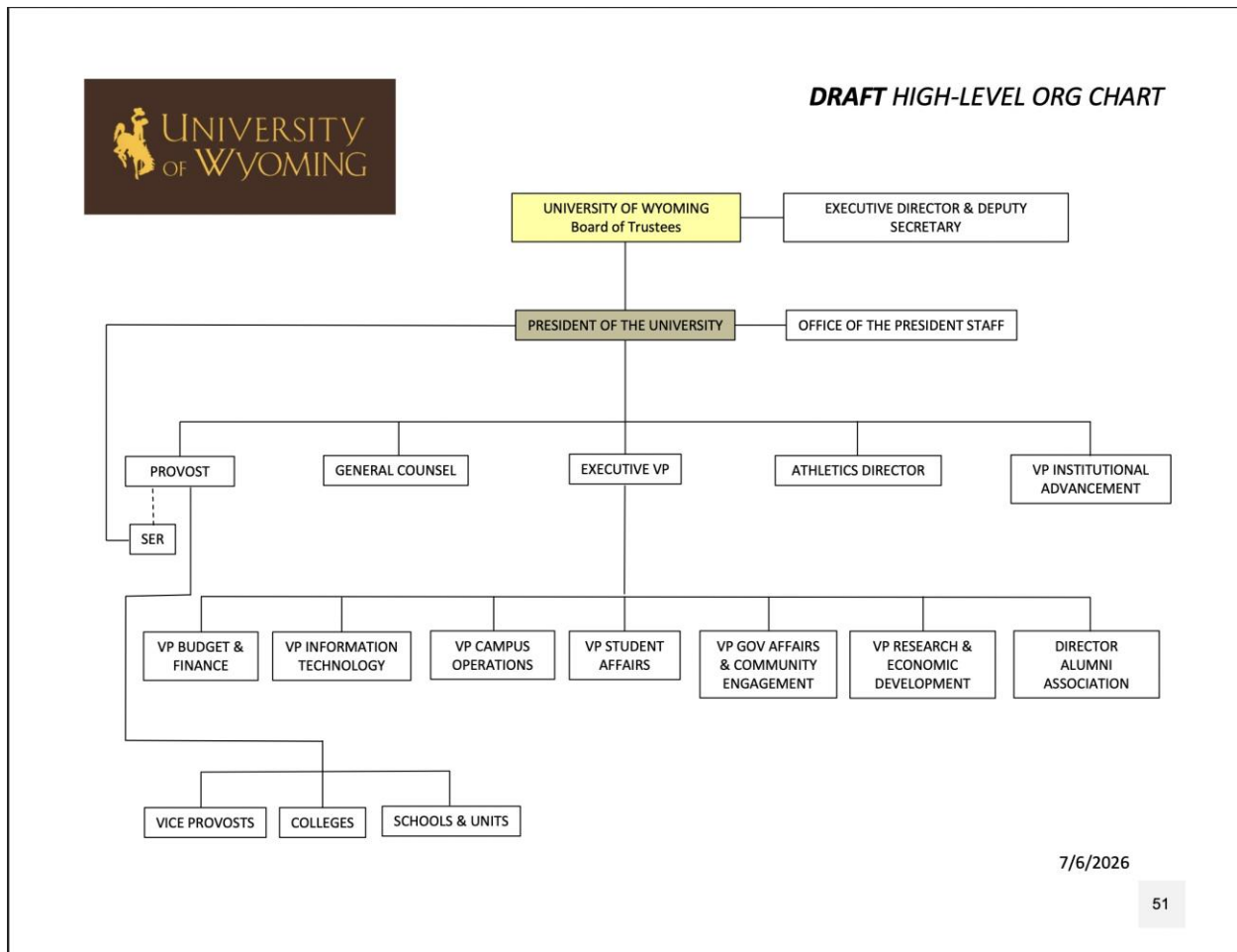
7.2 End-of-Year Assessment

A reflection on the year's work that considers accomplishments, outcomes, lessons learned, and recommendations to help preserve institutional knowledge and guide future ASUW administrations.

***To be completed by President Kaiser, Vice President Elwood, and the Executive Relations Team in April 2027.**

8. Reference Materials

8.1 Organizational Charts



8.2 Internal and Campus Contacts

External contacts are provided as a resource by our leadership team for ASUW personnel when their role or project requires direct communication. **The established chain of command must be followed at all times.** Personnel should not contact university administrators or external stakeholders directly without appropriate permission. Communication with **campus partners** may be initiated when directed by a Committee Chair or Director who has received prior approval from the President and Vice President. Otherwise, personnel should work through the appropriate ASUW leadership, Chief of Staff, or Chief of Legislative Affairs to ensure communication is coordinated and professional.

8.3 Governing Documents

[ASUW Constitution](#)

[Bylaws](#)

[Rules and Procedures](#)

8.4 Meeting Resources

Agenda and Meeting Minutes Templates

[Legislation Template](#)

8.5 Acronyms & Definitions

Reference “ASUW Procedure and Practice” located in _____ of the SharePoint