

Officer Trustee Communications – Draft messaging proposals

1. Qualities to be demonstrated by the current Officer Trustee team

Quality	Why? What's the message?	Counteracts:
Approachable / Accessible	We are students, just like you	Aloof, distant, irrelevant
Caring	We're here to serve, not to help ourselves	Self-centred, careerist, distant
Collaborative	We work <i>with</i> people rather than <i>for</i> people, no matter who they are	Idea of students as 'clients' of ICU rather than people working together collectively
Competent	'Volunteer' and 'charity' don't mean 'amateur' or 'incompetent' – we are the best at what we do	Amateur, volunteer, 'have-a-go', unprofessional, untrained
Do-er/Fixer	We're quick and responsive and welcome suggestions for change	All talk no action, ineffective, irrelevant
Individual	We're not faceless – we help people be themselves and we want to empower everyone	Same every year, bureaucratic
Open	We're a democratic organisation that's open to critique and suggestions	Distant, behind locked doors, power-hungry
Professional	Young doesn't mean unprofessional, and fun doesn't mean amateur.	Amateur, 'too young', irrelevant to career aspirations and development
Strategic	We look at the big picture and tackle long-standing problems, not just fiddle around the edges while College does the important work	Superficial, changeable, amateur
Student-focused	We are here for students, not for staff or College's benefit	Bureaucratic, uncaring
Transparent	Democratic leaders should be accountable and open	Inaccessible, unaccountable, inexplicable

2. Officer Trustee messaging by stakeholder group

Stakeholder	Message & qualities	Counteracts:
College leadership	Professional and competent partners, offering valuable insights and leading on strategic conversations	Perceptions of amateurism, irrelevance, lack of grounded knowledge
Student leadership	Open and competent fellow leaders, making real change in short and long term, welcoming suggestions and accountability. Taking up roles with highly positive impact on their future careers, employability and personal development.	Perceptions of irrelevance, bureaucracy, lack of impact on College, lack of progress within a year.

Membership	Democratically-elected leaders tackling widely-understood challenges in partnership with College and fellow students	Lack of awareness; also perceptions of being in College’s pocket, irrelevance, or focus on minor issues.
Alumni	The latest generation to hold historic roles; building on ICU’s legacy and relating to past students’ memories.	Disconnect between alumni and College; fears of rapid change risking tradition.
Partner organisations	Professional and competent leaders of active student body, working with local and national community to tackle student-facing and social issues.	Disconnect from charitable sector
Media	Professional and competent leaders of a mature community, with valuable insights on educational, wellbeing and political issues	Negative perceptions of SUs, amateurism, accusations of posturing rather than effectiveness.

3. Officer Trustee conversations

President

Imagine a student opens an ICU newsletter email on February 20, 2017. They see that it is from you, and your name, role and image are at the top. What do you want them to think?	‘A hard-working, change-making person who’s taken on a difficult role but is worth the cost. He’s building up his skills – maybe I can do the same – it won’t be easy though. He’s done good stuff on White City and Advancement, and he’s kept the place ticking along. A good move for the start of his career.’
What personal qualities would you like to project through your communications?	<ul style="list-style-type: none"> - Competent - A do-er, someone who gets things done - Collaborative - Long-term thinking - Wants to ‘bring students with us’ (the OTs), enabling students to understand what OTs are doing and why
What do you want people to think about the role you are currently undertaking?	<ul style="list-style-type: none"> - That the role is simultaneously fun and hard work, and that those two things are connected. That the role is challenging, varied, but ‘appropriately rewarded’ in the sense of the personal development, networking, and skills that a roleholder can develop. - Specifically wants to counter a narrative that the role is ‘hard work without recognition’ - To promote the influence and learning opportunities that the role offers - High-profile elements of role – example of meeting the Queen or the Chinese premier, all in a day’s work

	<ul style="list-style-type: none"> - Wants to emphasise that the roleholder can justify their wage and title through their achievements and impact on the student body - Doesn't necessarily want to project a simple 'Everyone can do this job' – would like to expose the complexity and challenge -
<p>What successes and current projects do you want to highlight, and why?</p>	<ul style="list-style-type: none"> - White City - Advancement - Strategy - 'Culture of the balanced individual'
<p>What topics would you like to be discussed by the candidates to succeed you in March 2017?</p>	<ul style="list-style-type: none"> - Relatively advanced discussions about White City, Advancement – by working to communicate existing and upcoming successes enough that candidates discuss what to do next, rather than go back to basics
<p>Negative perceptions of role to tackle?</p>	<ul style="list-style-type: none"> - Irrelevant, expensive, distant, careerist

Deputy President (Education)

Imagine a student opens an ICU newsletter email on February 20, 2017. They see that it is from you, and your name, role and image are at the top. What do you want them to think?	'A hard-working person who is looking after a strong and valuable relationship with the College, and who is leading change at its earliest stages. The results might not come through for a few years, but long-term thinking is what is needed. He's approachable, friendly and doesn't mind taking on other people's ideas. He's working in genuine partnership with the College to make change, rather than posturing or rebelling - but achieving little.'
What personal qualities would you like to project through your communications?	<ul style="list-style-type: none"> - Approachable, open to comments and feedback/critique - Someone who implements ideas and makes real change - Cares about students
What do you want people to think about the role you are currently undertaking?	<ul style="list-style-type: none"> - It is a role that achieves things, rather than rebelling ineffectively - Looking after important relationship - ICU as a change agent, with the power to connect and influence widely across College - Long-term thinking - Sustainable and future-proof working
What successes and current projects do you want to highlight, and why?	<ul style="list-style-type: none"> - Learning & Teaching Strategy influence and early engagement - Engagement with College on feedback - PG mental health, work/life balance
What topics would you like to be discussed by the candidates to succeed you in March 2017?	<ul style="list-style-type: none"> - Engaging directly with the Rep Network more - Developing the Rep Teams to engage locally, recognising that the DPE-high levels of College connection is secure, and that the next step is to build lasting, change-making relationships within each department - Opportunity of the changed NSS questions – reinforcing the central role of the Rep Network now that the NSS is focusing on role and quality of how student feedback is acted upon by HEIs - Where next for the Learning & Teaching Strategy?
Negative perceptions of role to tackle?	<ul style="list-style-type: none"> - Irrelevant, UG-focused, looks at superficial issues

Deputy President (Welfare)

Imagine a student opens an ICU newsletter email on February 20, 2017. They see that it is from you, and your name, role and image are at the top. What do you want them to think?	‘She knows what really affects students. Working hard on the fundamental issues that cause serious problems – tackling them by the root. The results might not come through for a few years, but long-term thinking is what is needed. Friendly, works on a wide range of issues, is building up and empowering others’
What personal qualities would you like to project through your communications?	<ul style="list-style-type: none"> - Someone who tackles root causes, not symptoms - Long-sighted, always sees the bigger picture - Hears the voices of others - Long-term projects, with some quick wins - Working across a wide range of areas - Approachable, transparent, accessible, friendly - Someone who empowers others - Active and taking a lead
What do you want people to think about the role you are currently undertaking?	<ul style="list-style-type: none"> - A role that tackles deep-rooted issues that can take a long time to fix – but make real change for students - Works with others
What successes and current projects do you want to highlight, and why?	<ul style="list-style-type: none"> - Mental health as a foundation for other work - Personal tutor changes - Campaigns pipeline - Suicide awareness - Eating disorder awareness work - Collaboration with Advice services
What topics would you like to be discussed by the candidates to succeed you in March 2017?	<ul style="list-style-type: none"> - Developing the Liberation Officers - Mental health – advanced discussion
Negative perceptions of role to tackle?	- Whiny, confused, not knowledgeable, annoying, superficial

Deputy President (Clubs & Societies)

Imagine a student opens an ICU newsletter email on February 20, 2017. They see that it is from you, and your name, role and image are at the top. What do you want them to think?	‘Normal, friendly guy, one of us, who has solved lots of problems for CSPs. Doesn’t take himself too seriously – gets things done but is jokey as well, good for a laugh. Is sorting out some bigger things too – space, sports strategy, CSP funding.’
What personal qualities would you like to project through your communications?	<ul style="list-style-type: none"> - Normal - Approachable - Jokey but also effective - Friendly
What do you want people to think about the role you are currently undertaking?	<ul style="list-style-type: none"> - Student-facing - Influential on multiple levels – in 121 conversations and in driving strategic change - Interesting, ever-changing - Important to the student experience - Similar to management consultancy – range of challenging stakeholders and complex problems, to be broken down and tackled bit by bit
What successes and current projects do you want to highlight, and why?	<ul style="list-style-type: none"> - Student influence on Sport Imperial - Long-term analysis and support for CSP expansion and funding
What topics would you like to be discussed by the candidates to succeed you in March 2017?	<ul style="list-style-type: none"> - Sport Imperial relationships - CSP funding – building upon his achievements, not starting from scratch - NOT Room bookings
Negative perceptions of role to tackle?	<ul style="list-style-type: none"> - Room booker, ineffective, bureaucratic barrier to CSPs

Deputy President (Finance & Services)

Imagine a student opens an ICU newsletter email on February 20, 2017. They see that it is from you, and your name, role and image are at the top. What do you want them to think?	'She's making the Union a bit friendlier, easier to understand – I've had enough of all the bureaucracy and she's making it easier to get stuff done for my club. If you tell her about something, she'll fix it.'
What personal qualities would you like to project through your communications?	<ul style="list-style-type: none"> - Accessible - Transparent - Individual
What do you want people to think about the role you are currently undertaking?	<ul style="list-style-type: none"> - Fixing problems, but also looking ahead at bigger issues -
What successes and current projects do you want to highlight, and why?	<ul style="list-style-type: none"> - Simplifying training and other club processes such as sponsorship - Financial transparency
What topics would you like to be discussed by the candidates to succeed you in March 2017?	<ul style="list-style-type: none"> - Expanding volunteering - White City – being a socially-responsible part of the local community, not just another unwanted new tenant
Negative perceptions of role to tackle?	<ul style="list-style-type: none"> - Superficial work, unable to make real change, unclear responsibilities, not enough work, bureaucratic