

This platform outlines a vision for Student Government during the upcoming year. All programs, continuation efforts, and initiatives detailed here have been developed from three broad themes:

- A focus on student organizations;
- A desire to streamline student access to information;
- An emphasis on obtaining student feedback and original ideas.

Steps to implementation and deadlines are kept intentionally flexible to allow those with ownership over these projects – committees and their co-chairs, special projects teams, external appointments, or executive officers – to develop realistic, attainable goals and metrics of success. A GANTT chart outlines proposed timeframes for each project.

We truly intend for all of these projects to be collaborations, and that requires building working relationships, and friendships. The Executive Branch will place a priority on developing and maintaining good relationships with members of Student Congress, leaders of various campus organizations, and members of the administration by actively reaching out to them and working together as often as possible. It is vital that we all respect the contributions each of us makes to the Carolina community.

This platform comes both from current students and from past administrations of Student Government. It is a living document, and we welcome your suggestions!



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### **Organization**

#### Committees

Academic Affairs
Carolina Advocacy (CAC)
Environmental Affairs (EAC)
Focus Council
Multicultural Affairs and Diversity Outreach (MADO)
Safety

Student Organization Services (SOS)
Tech and Web

University Services (UServe)

### **Special Projects and Liaisons**

Campus Steering Committee for the Arts
Excelling Through Mentoring (ETM)
Fix My Campus
Global University
Speaker Series
Town and External Relations
Greek Life Liaison (GLL)
Peer Advising Liaison (PAL)
Public Service Liaison (PSL)

Students interested in serving with the Executive Branch will apply to any of the following roles:

- Officers Student Body Vice President, Student Body Secretary, Student Body Treasurer, Chief of Staff, Senior Advisor, roles as outlined in the Student Code. Additionally, the SBS will manage the PR&O team and the Senior Advisor will manage SOS.
- Committee and Special Project Chairs Responsible for serving as policy experts and coordinating appropriate committee members and external appointments. 1-3 students depending on size and nature of committee.
- Liaisons Policy experts and representatives to a particular campus community.
- Executive Assistants Assigned to Officers or Liaisons. Students will be able to apply as general assistants or to a specific role as outlined by any given Officer or Liaison.
- Members Responsible for staffing committees and special projects to accomplish
  outlined goals. Students can choose to apply to a specific committee or indicate interest
  in a particular subject area, reporting to the Chief of Staff and allowing them to float to
  different committee projects as appropriate.
- External appointments Student representatives on various campus committees. When appropriate, students will also be assigned to an SG committee pertinent to their appointment and will be expected to attend those meetings, and to attend Cabinet when relevant.



#### **Academic Affairs**

- Create an Instant Messaging buddy service that students can utilize for advising and basic questions
- Encourage cross-enrollment within departments at UNC and with other schools
  - Publish a list of classes from each department which are open to non-majors
  - Work with advising departments at Duke and NC State to increase feasibility of taking courses at those universities
- Support the Majors Expo to allow students to better explore and understand each department
- Create forums to engage students in undergraduate research opportunities
- Continue standardization of department websites and proposal to create TA evaluations

Carolina is committed to providing students with options and a well-rounded education. Hetali believes it is important for students to be aware of the options available to them in their own school and in the surrounding academic community so students can take advantage of those opportunities and create an education satisfactory to them. Hetali's team proposes to **create an accessible public account of upper-level classes in each department that are open to non-majors** so that students can create a more diverse schedule.

A well-rounded education is not limited to experiences in just one major or just at Carolina, but students are often not aware of opportunities to take upper-level classes in various departments and at other institutions. Hetali's team proposes to make this information easily accessible, and foster connections between UNC Academic Advising and advising departments at other schools to allow students more freedom in course scheduling.

FallFest is a great way for students to get involved in extra-curricular activities at UNC. Unfortunately, students face a similar challenge in choosing a major. While some majors hold panels, students cannot always attend them due to scheduling conflicts. Following the same model as FallFest, students would benefit from an **expanded Majors Expo** in which they can learn more about various programs and connect with students from the program.

Carolina is full of research opportunities in all departments and students are not always aware of those options. Hetali's team proposes to work with the Office of New Student Programs, the Office of Undergraduate Research, and the Honors Program to create "Research 101" info sessions, helping students understand how to get involved in undergraduate research and particularly stressing research opportunities available outside of the sciences.



# **Carolina Advocacy and Tuition**

- Ensure that meeting minutes are published in an accessible location and in a timely fashion
- Actively obtain student feedback on committee initiatives, specifically Advisory Committee on Strategic Decisions
- Support SBP by developing a cohesive strategy and schedule for visiting the legislature and advocating for student interests, especially regarding tuition

The Carolina Advocacy Committee can play an important role in amplifying the voices of both students and student groups, but it is a challenge to constantly engage committee members given that a majority of its lobbying work happens in the Spring. It is important that CAC members have a consistent agenda that takes this scheduling constraint into account.

One tangible piece of information important to student advocacy is meeting minutes. Students must have the ability to understand what initiatives are being discussed across the university to voice their opinions. Currently minutes of various campus committees are difficult to find or not posted at all. Hetali's team will work with CAC to ensure that minutes from relevant SG and committee meetings are made easily accessible to students at **minutes.unc.edu**.

Student initiatives are often targeted at particular student populations, but there is no way to measure the success of these programs without hearing from the students in question. CAC committee members will work with SOS committee members and will **actively attend meetings of student organizations** or other groups to inform them about relevant programs, and also to assess their feedback.

In the Spring, as the legislature takes up activity again, CAC will work with both the SBP and the administration to confirm and execute a strategy for visiting Raleigh and sharing the concerns and perspectives of UNC students with members of the legislature. As tuition is taken up again at the state and system-wide levels, we will advocate for a tuition policy that avoids tuition increases and equitably considers all members of the UNC student community regardless of residence or enrollment type. Hetali's team will also work with next year's SBP candidates to ensure that the CAC team is able to serve through the spring and that there is continuity in advocacy between the two administrations.



### **Environmental Affairs**

- Pursue comprehensive campus sustainability strategy addressing Athletics, Housing, and Dining
- Respond to student concerns regarding endowment transparency
- Continue to facilitate EcoHarmony and effective bi-semesterly Green Roundtables

As a community, Carolina is very aware of its ability to be a leader in environmental practices. From the sustainability Living-Learning Community to various student groups related to environmental issues, there is a large population interested in this issue that Student Government is well-equipped to approach.

Increasing sustainability across campus requires working to develop an infrastructure and culture that promote it. Hetali's team will work with RHA to continue to **promote dorm composting**, ensure that Community Directors and Resident Advisors are trained to continue this program, and advocate for Orientation Leaders to also incorporate "Green Training" into their programs. We will work with Athletics to **continue annual recycling events at games** and the Ramses Recycles program, **increase signage in athletic facilities**, and **integrate sustainability into the long-term vision** for Carolina Athletics. A continued partnership with Carolina Dining Services and student groups like Fresh, Local, Organic (FLO) will **emphasize increased composting in dining halls**, and a continued use of the Real Food Calculator to meet sustainability goals in food purchases.

At the endowment forum held in late 2012, many students expressed concern at the lack of transparency in the endowment as related to environmentally damaging investments. We consider these concerns in the context of the limitations on the university and the management agency. Hetali's team will work to identify and implement solutions to increase endowment transparency while maintaining endowment integrity. One specific strategy we would like to pursue involves increasing "donor power" - making donors aware of ways that they can direct their contributions to specific kinds of investments, such as clean energy initiatives.

Collaboration between the many student groups addressing environmental issues is essential to harnessing the power of the student body to affect change. Hetali's team, primarily through the Environmental Affairs Committee, will more **effectively utilize the EcoHarmony framework** already in place to connect these groups, and strive to convene representatives to discuss environmental issues at least twice per semester with **Green Roundtables**.



#### **Focus Council**

- Combine First-Year Focus with Out of State (OOS) Focus and Transfer Focus to create a three-part committee
- Collaborate with student organizations serving OOS and transfer students
- Promote programs such as Tar Heel Transfer

First-year students, OOS students and transfer students represent three populations of Carolina students that have some overlapping needs but are also very distinct from each other. In the same way that the First-Year Focus Council has served to engage first-years in Student Government and introduce them to the broader university, we believe that OOS students and transfer students would benefit from these direct liaisons in Student Government.

This three-part committee will have on chair for each population, and will primarily work in their subgroups while sharing relevant information and collaborating on appropriate programs, with each other and with other Student Government Committees. For example, a "Research 101" session introducing first-year students to research opportunities on campus as outlined for the Academic Affairs committee would benefit from a partnership to emphasize targeted outreach with both the Transfer Focus and First-year Focus subgroups.

For OOS students, the committee will focus on working with existing student organizations that serve the OOS student population on campus and providing them with resources they are interested in. This would include facilitating ride shares to the airport over major breaks, involving OOS students in tuition discussions and student advocacy, and in outreach and recruitment programs.



# Multicultural Affairs and Diversity Outreach

- Increase visibility of diversity trainings such as OneAct, Safe Zone, and Haven; work with appropriate offices to advocate for more support and funding
- Continued support and advocacy for Gender Neutral Housing (GNH) options on campus
- Continue Tea Talks monthly discussion series and Unity Dinners
- Institute a bi-semesterly campus leaders' roundtable specifically for students involved in cultural or diversity-focused organizations

We are committed to a Carolina where students are not only comfortable in being whoever they are, but are empowered to help other students feel the same way and seek resources and support when necessary. We will work to help expand the reach of education programs and diversity trainings that can help us realize this vision, continuing the work of the current Student Advisory Committee to the Chancellor (SACC) to eventually see mandatory Title IX training implemented for all members of the UNC community.

While a pilot GNH program will be implemented for the 2013-2014 school year, it has not reached the full implementation status envisioned by the student coalition that has worked tirelessly to see this program become a reality. Student Government will **publicly support the GNH coalition** and provide the resources and connections that it can to ensure the continued growth of this initiative.

Challenges such as the locations of the Sexuality and Gender Alliance (SAGA) and Counseling and Wellness Services (CWS) Offices mean that it can be difficult for students to take that important step of travelling across campus to access those support systems. Hetali's team will work to implement SAGA and CWS office hours on main campus.

Campus leaders involved in cultural organizations often have a lot to share with each other in terms of best practices, and would be interested in collaborating in hosting fundraisers, informational events, and other opportunities for students to learn about their organizations. Hetali's team will work with the SOS Committee to organize roundtables as an informal setting for these students to connect and collaborate.



### **Safety**

- Assist DPS in reviewing AlertCarolina and continue working with them to ensure timeliness of notification
- Improve accessibility of key Department of Public Safety (DPS) website pages, such as parking
- Continue to advocate for implementation of CPR training into Lifetime Fitness (LFIT) classes
- Continue to have Student Safety Forums with the DPS and other stakeholders
- Publicize self-defense trainings within the school and the community

Over the past year, students have raised concerns about AlertCarolina's effectiveness and timeliness. We see that administrators have taken notice and are working to fix the system. However, the process still lacks transparency and students do not know how the system is being reviewed. Hetali's team, in conjunction with DPS, will contribute to the evaluation of AlertCarolina and publish updates about the system's review and any changes.

The Department of Public Safety provides important resources and information that students utilize often. Unfortunately, the DPS website is not easy to navigate, especially to find and utilize basic information such as payment and appeal of parking tickets and registration for the Commuter Assistance Program. Hetali's team will work with DPS to increase website navigability and accessibility of information, or at **least publicize links to important pages** so students do not have to hunt for them.

Just as it is important to publicize HAVEN and One Act trainings, it is equally important to provide students with the tools to protect themselves and their community members. Hetali's team will work with campus and community organizations to **publicize self-defense trainings** that students can make use of.



### **Student Organization Services (SOS)**

- Maintain sos@unc.edu and @SOSUNC communication accounts
- Work with SBT and Finance Committee to organize workshops and training for students organizations to apply for Congress funding
- Organize Student Leader Roundtables
- Actively attend meetings of student organizations to solicit student feedback on their needs

For many students, their primary and most important interaction with Student Government is through the student organizations they participate in. Whether students recognize these interactions or not, this is one of the arenas in which Student Government can function best – helping connect students who might want to collaborate on similar events, helping them access funding, and creating an overall environment that empower student organizations to achieve their goals. SOS, under the supervision of the Senior Advisor, is meant to serve as a natural point of contact for student organizations and will dedicate itself exclusively to programming for student groups on campus.

Students who wish to access Student Government resources often don't know whom to contact, or are bounced around in a series of chain emails before finally getting to the right person. SOS creates a central clearinghouse for student organizations to contact SG about any question – committee members will be responsible for identifying the appropriate contact(s) within Student Government, as well as any potential collaborators across campus, and introducing the querying student organization to them.

Student leaders are very interested in collaborating with each other – increased networks, funding, and publicity lead to more successful events for each group working together. In an effort to facilitate more student leaders meeting each other, and potentially collaborating in the future, SOS will organize Roundtables to solicit Student Leader feedback on important issues and to bring thought leaders in particular disciplines together.

Student Government cannot always expect students to come to it – active outreach is crucial to understanding the needs of the student body. SOS committee members will regularly communicate with leaders of student organizations and attend their meetings and functions to better hear from them how Student Government can be serving them.



#### Tech and Web

- Continue development of the UNC Mobile App with testing and evaluation
- Work with the Union to evaluate studentlife.unc.edu and create methods to increase its visibility and functionality
- Work with Academic Affairs to ensure student feedback in and successful development of Massive Open Online Courses

Hetali is committed to providing students with an up-to-date technological experience, especially important in today's wired world. As part of that commitment, Hetali's team will continue to support development and testing of the UNC Mobile App and providing technical support and utilizing committees such as SOS and CAC to solicit student feedback.

The StudentLife website has great potential to become a student-organization hub but it is currently cumbersome to navigate and does not easily connect students to organizations. Students often have to sign in multiple times and organizations often do not use the website to update their information. Improving the design and navigability of StudentLife would help organizations communicate with their members better and allow students to easily find groups that align with their interests.

In addition to ensuring students are connected on campus, it is important to promote UNC as a technologically competent university to the outside community. Massive Open Online Courses are quickly becoming a staple sign of competitiveness within the academic community. UNC, as are many of its peer institutions, is currently exploring its options as it enters the MOOC world. Hetali's team will work with Academic Affairs and involve students in developing and evaluating MOOCs to keep UNC a competitive institution.



### **University Services**

- Provide feedback during development of UNC Mobile and money.unc.edu
- Continue to pursue the use of Flex dollars off campus
- Facilitate targeted increase in bike racks and improved bike infrastructure across campus

University Services touches almost every aspect of a Carolina student's life. With so many potential projects, it will be vital for University Services to target its time to specific initiatives and ensure their progress and implementation. Hetali's team will work with SACC and SLAC to monitor change.org, Carolina Creates Ideas, and similar forums to stay abreast of student ideas, and work with the committee leadership to develop a vision for UServe with clear goals and deadlines.

UNC Mobile and money.unc.edu are Student Government initiatives that will succeed if feedback from students regarding their utility is integrated into design. UServe will help the teams working on these projects to test and improve the two platforms.

The Leimenstoll administration has made significant progress in working with local businesses to allow students to use Flex dollars off campus, and this program will be continued with the hopes of a pilot implementation in Fall 2013.

Students often park their bikes illegally or overcrowd particular bike racks because of a lack of bike racks in particular high-traffic areas on campus. UServe will determine several optimal sites for new bike racks and work for their implementation. Working with EAC, there will also be a focus on **improving the overall bike infrastructure on campus** – discussing the possibility of a N-S bike thoroughfare, having Cycle Days in the Pit to promote education and safe biking, and collaborating with Tarheel Bike Share to continue to promote and expand their program.



### **Campus Steering Committee for the Arts**

- Collaboration with Carolina Creates Arts and student groups
- Expand Arts presence online
- Advocate for the Dance Minor program

Carolina students have a passion for, and a talent for, bringing the arts to our campus community. CSCA will function as a hub to coordinate and connect various students seeking to add to the campus arts scene.

Carolina Creates Arts has been a huge success, with Pit concerts and other performances. Student Government will work to **collaborate with the Carolina Creates team**, helping to connect their organization with other groups of students on campus interested in the arts with the goal of putting on more collaborative events.

The Leimenstoll Administration found that the use of various types of social media, rather than an integrated calendar system, was effective in informing students about the arts on campus. Hetali's team will continue this expansion by aggressively maintaining the Arts Twitter and Facebook accounts as well as assisting in the integration of arts information to UNC Mobile.

A dedicated group of students has been working with the administration to **push for the creation of a dance minor** at UNC. CSCA will work with this group as they request it, and will also pull in the resources of SACC and SLAC, to help achieve this goal.

### **Excelling Through Mentoring**

Hetali's team will continue the successful Excelling Through Mentoring program, and will specifically work with the ETM directors to **make sure that program feedback is thoroughly read and evaluated early on**. This will allow for program design and implementation that better serves first-year students who participate.

ETM will also work with the Transfer Student Association to discuss the possibility of **several pods of transfer students interested in the ETM experience**, with mentors recruited from the transfer student population at UNC.



#### **Town and External Relations**

- Encourage student participation in Town of Chapel Hill and Town of Carrboro committees
- Proactively engage with local government

UNC students are lucky to live in a community that embraces our university and university culture. There are many opportunities for students to get involved in local governance in both Chapel Hill and Carrboro, and Hetali's team will ensure that these opportunities are appropriately publicized to all students. Particularly, **students involved with Executive Branch** committees that deal with topics pertinent to town council committees will be encouraged to apply and represent a student voice on these committees.

Many issues that affect students, such as transportation, policy regarding off-campus housing, and food truck permits, are directly controlled by or relevant to our local government. Hetali's team will task appropriate members of Student Government to **proactively engage with local government officials** to represent a student voice in these issues.

#### **Fix My Campus**

- Create a website in which students can submit a form with campus concerns and suggestions
- Publicize the website on social media and update progress on problems in Twitter

While Fix My Campus currently has Twitter and email accounts as well as a telephone number that students can reach the campaign at, it is evident that the service is not used effectively. Creating an automated system in which students can submit their concerns at all times would ensure that students have an outlet for their issues and that they are addressed in a timely manner. Hetali's team will create an accessible website where students can easily voice their opinions on campus issues.

This service may be a useful one, but will continue to be underutilized if students are unaware of FixMyCampus or cannot see the changes caused by the submitted requests. Therefore, Hetali's team will connect with other campus organizations and work to publicize the FixMyCampus service. Hetali's team will use social media to connect with students and update requests and progress on the concerns submitted.



### **Global University**

- Improve student accessibility to funding by publicizing Study Abroad grants and CGI grants
- Continue working the Admissions Ambassador Abroad Initiative to recruit and train students to represent Carolina internationally

In today's global world it is increasingly important for UNC students to gain exposure to different cultures and experiences. UNC students have many opportunities available to support them in that endeavor thanks to the Center for Global Development and the Study Abroad Department, among others. Hetali's team will work with those organizations to publicize the opportunities available to students to travel, explore, conduct research, and become globally informed individuals.

UNC has a strong national presence and is working to increase its international presence as well. As part of that goal, UNC has created the Admissions Ambassadors Abroad Initiative to expand UNC's reach and attract more international students in its goal of creating a diverse student body. Hetali's team will continue to support the Initiative and work with Undergraduate Admissions to ensure students are adequately trained to represent UNC internationally.

### **Speaker Series**

- Involve more students in the Speaker Series by encouraging feedback and proposals from outside of the selection committee
- Maintain partnership with the Carolina Women's Leadership Council

The Even Marie Carson Lecture Series (Speaker Series) is an important part of Carolina's commitment to innovation and providing students with the resources to be inspired and succeed. However, the Series is currently under-publicized; Hetali's team will work to **improve** the reach of the series. Involving students in the process and allowing them to voice their own and their community's opinions will ensure that the Speaker Series serves Carolina well.

The Carolina Women's Leadership Council has been in discussion with the Speaker Series about funding for the Series so that it can continue securely. As a program that has much potential, it would be important to ensure that Student Government supports the endeavor in the best way possible and guide it to success. Hetali's team will encourage a formal funding agreement between the Carolina Women's Leadership Council and the Speaker Series to help ensure students can continue to be inspired by the program.



#### **Greek Life Liaison**

The Greek community at UNC is a strong, vibrant collection of campus scholars and leaders. Many students feel, however, that Greek life is isolated or that Greek organizations are difficult to collaborate with. The Greek Life Liaison(s) will work with all four Greek councils to keep Council and Chapter Presidents aware of potential opportunities for funding, collaboration and interaction with the wider student body. Additionally, the Liaisons will help keep Student Government aware of the needs of the Greek Community.

### **Peer Advising Liaison**

- Consolidate contacts for department-based, Honors, and other advising systems
- Work with departments to establish minimum standards for peer advising systems
- Reach out to more departments to facilitate implementation of peer advising programs

Peer advising is an essential tool that many students take advantage of informally, but there is currently no standard across departments as to how peer advising works. The perspective of older students is invaluable at all stages of an academic career, and Student Government can work to a strong, standard peer advising system across academic disciplines.

The Peer Advising special project has worked during the Leimenstoll Administration to compile information on peer advising programs in departments across the university, and has also subdivided them into categories based on discipline. The next step in this process is to compile relevant contact information in one location for students to access, and to use the examples of departments with strong peer advising programs to implement more across the university.

The PAL will be the primary contact point for information regarding peer advising, and will recruit a team as necessary to reach out to more departments and utilize the collective body of peer advisors. One potential way to connect more students to peer advisors is to emphasize their presence at the yearly Major's Expo.

#### **Public Service Liaison**

The Public Service community at UNC, from the Campus Y to APPLES to numerous other service and advocacy organizations, contributes enormously to the Carolina community. Student Government can serve to connect different service organizations and help them coordinate efforts. The PSL will help facilitate the annual Public Service Fair and maintain regular contact with Campus Y and APPLES leadership. The PSL will also serve as a contact point for service-related organizations looking to apply for Congress funding, collaborate with other student groups, or otherwise utilize Student Government resources.



#### Graduate, Professional, and Nontraditional Students

- Bi-semesterly meetings with SG Cabinet and Graduate and Professional Student Federation (GPSF) Cabinet
- Work with GPSF to establish graduate student use of SOS
- Work with Transfer Student Association to ensure deliberate communication of resources

Although undergraduates entering college after high school make up the majority of the UNC student population, graduate students, part-time and evening students, and transfer students still represent an important part of our constituency. Serving these students well involves establishing effective working relationships with the organizations created specifically for them.

Although many resources offered by Student Government are intended to be used by all students, many are accessed almost single-handedly by undergraduates. Hetali's team will work directly with GPSF leadership to develop a strategy to publicize relevant programs to graduate students that can be implemented as soon as the new school year starts, centered on their access to the SOS Committee.

Transfer students need a blend of information when they come to UNC – on one hand, they need to know about student organizations, options for eating and housing, and other day to details much the same way that first-years do. Contrastingly, they have already started their academic careers and need more sophisticated, tailored information to help them succeed. We will work with the Transfer Student Association through the Transfer Focus subgroup of the Focus Council to ensure that relevant information is being passed along to transfer students and that they are given ample opportunities to network with each other.

Student government historically has had very little involvement with part-time and evening students at UNC, and so as student leaders we do not know what kinds of services, if any, they need from SG. Hetali's team will **hold at least two forums by the writing of the October Report** in order to assess the needs of this community.



### **Recruitment and New Student Programs**

- Continued support for Ambassadors Abroad initiative
- Creation of student involvement survey and matching system for new students
- Support for student organizations in recruiting new members

Student organizations and student involvement form the heart of many UNC students' experiences in college. Helping students access information about campus involvement as smoothly as possible can significantly improve their transition to college.

Learning about the Carolina experience – both inside and outside the classroom – can be crucial in the decision that many students make to come to UNC, in particular for international students. Hetali's team will continue to support the Ambassadors Abroad initiative of the Office of Undergraduate Admissions, which prepares UNC students studying or travelling abroad to speak to prospective students.

When coming to campus, the sheer volume of information about student involvement can be overwhelming. Hetali's team will work to provide a student involvement survey to first-year and transfer students prior to their arrival on campus, which will provide recommendations for campus involvement based on the student's indication of areas and activities of interest.

Student organizations also face a challenge in effectively recruiting new members. Hetali's team will offer support for the development of various resources, including business cards and QR-codes, to be used at FallFest or other promotional events, which organizations can elect to take advantage of.

#### **Current Events**

Hetali's team is cognizant of the critical need for attention to and reform of campus policy regarding sexual assault. Understanding that the situation as it stands is uncertain and dependent upon the decisions of outside entities, we will work to stay in contact with student leaders familiar with the issue as well as relevant administrators. We are committed to a Carolina that is safe for every student, and we stand with student leaders and organizers who are pushing to make this a reality. We are ready to support them as they need, and hope that we can serve as facilitators for dialogue between all campus stakeholders.