

# **YEAR PLAN**

SHEC Services Coordinator  
Sydney Cumming (She/Her)

**2020-2021**

(submitted June 13th)

## OFFICE OF THE SHEC SERVICES COORDINATOR

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### Introduction

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Dear members of the 2020 – 2021 McMaster Students Union (MSU) Executive Board,

Welcome everyone to your new roles and thank you for your commitment to bettering our student services! Before I jump into all the exciting things that my executive team and I have planned for this year, let me give you a brief history of our service!

The Student Health Education Centre (SHEC) has been a staple of the MSU for forty-seven years, ever since we opened at One James Street as the Birth Control Centre in October 1973! Although the service looks much different than it did back then, many of our core values remain the same: equity, inclusion, accessibility, and compassion. Now located in room #202 of the McMaster University Student Centre (MUSC), the SHEC drop-in space is available to all MSU full-time undergraduates for anonymous & confidential peer support, health information, supply distribution (i.e. earplugs, menstrual products, harm reduction and safe(r) sex items), and help navigating various wellness resources or concerns.

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### General Goals

#### Safety Measures

Our primary focus will always be the safety of our volunteers. All proposed programming is contingent on our ability to secure proper personal protective equipment and develop adequate safety precautions. All safety protocols will be developed in consultation with the VP Administration; modeled off recommendations from expert health institutions (i.e. WHO & CDC) and local regions that have managed to *effectively* reduced virus transmission occurrence.

#### Supply Distribution

Due to the current University closures, SHEC will not be able to provide free personal health supplies and safe(r) sex items from our space in MUSC 202. This means that we must get creative in order to keep providing this essential service to McMaster students! The SHEC team has been diligently exploring possible partnerships and pathways for distributing free resources this year. At this time, we are in conversation with those within the University, the MSU, and with external collaborators to discuss factors including financial sponsorships, delivery methods, ordering systems, joint supplies packaging efforts, new safety measures, as well as general anonymity, confidentiality, and accessibility. For this program, a gradual launch over the month of September is suggested to prevent an overload of initial orders – this would likely entail limited product offerings during this time, such as menstrual products, pregnancy tests, regular and latex-free external condoms. The program will continue to be finalized over the remainder of the summer by the Services Coordinator with more details to come by mid- to late-August.

Additionally, the PTM had proposed introducing several new harm reduction items this year to our health supplies offerings – specifically in relation to cannabis consumption! Marijuana has always been one of the most popular drugs in Canada and its use has only become more popularized after legalization (est. July 2017). In order to continue empowering students to engage in consumption as they see fit, while minimizing some of the long-term health effects of chronic cannabis use, SHEC would offer free filter tips for use in marijuana cigarettes (often referred to as “joints”), non-toxic foil and brass screens for alternate methods of smoke inhalation (i.e. a pipe or water bong). Each of these items would be provided in small packages of 2-5 units each and can be cheaply purchased from a variety of suppliers. This idea was brought about after receiving lots of feedback on SHEC’s 2018 “Can I Cannabis?” campaign and is part of our ongoing efforts to destigmatizing substance use via a harm reduction model!

The previous 2019 – 2020 SHEC executive team arranged a collaboration with Hamilton Public Health to have SHEC certified as one of their official Naloxone Distributors! This agreement permits SHEC volunteers to train interested space visitors on how to employ Naloxone when they witness a suspected opioid overdose, inform them of their legal protections under the Good Samaritan Act, and provide them with nasal spray kits. This is distinctly different from the duties of the MSU’s Emergency First Response Team who are permitted to deploy Naloxone in the case of a suspected opioid overdose. The SHEC team, alongside the VP Administration, will be reviewing our partnership with Public Health over the summer and fall to assess a potential launch date - likely after the University campus has re-opened.

### Warmline Support

This year, SHEC is excited to introduce the *Warmline* as a new and more anonymous means of accessing peer support! The warmline will be operated in place of in-person support, which would usually occur on a drop-in basis in our space in MUSC 202, during the campus closures. To understand the use of the term “warmline”, please refer to this definition from [Hope and Healing Center & Institute, April 2020](#). The executive team is also willing to use terminology such as “support line”, but we are somewhat hesitant to do so as this may draw comparisons between SHEC and the MSU’s Peer Support Line (*rescinded 2017*).

When deciding what official hours of operation to hold, the following factors must be considered: volunteer class and work schedules, as well as their access to reliable internet and internet-capable devices. We also must be careful to set operation hours that do not expose them to an influx crisis calls (i.e. between 11 pm – 7 am EST) as these calls are extra tolling on our volunteers, who do not have crisis-specific training. The suggested warmline hours, based on previous peer support usage statistics, are 10:30 AM – 7:30 PM EST however these will be modified after hiring is complete to better suit the team’s collective availability. We will also pay specific attention to what forms of support that volunteers feel they can provide students when determining what forms of support the service will offer this year (i.e. chat-based only or also having a video call option). If this model is successful, the service might be interested in adopting a permanent warmline in addition to our regular drop-in peer support sessions.

## **Executive Team**

SHEC currently offers six unpaid executive team positions; one (1) Volunteer Coordinator, one (1) Promotions Coordinator, two (2) Events & Programming Co-Coordinators, and two (2) Research & Advocacy Co-Coordinators. The deadline for application submissions for executive positions was March 29<sup>th</sup> and resulted in 106 applications! The incoming PTM anonymized all the anonymized applications, then, alongside five of the outgoing SHEC executives, reviewed each submission and then completed 19 interviews over the span of early to mid-April.

As of April 22<sup>nd</sup>, the confirmed SHEC executive team members for the 2020 – 2021 academic year are:

Sydney	Cumming	(She/Her)	—	Services	Coordinator	(PTM)
Kaitlyn	Kwok	(She/Her)	—	Volunteer	Coordinator	
Josie	Kearney	(She/Her)	—	Promotions	Coordinator	
Frances	Scheepers	(She/Her)	—	Events &	Programming	Co-Coordinator
Joelle	Li	(She/Her)	—	Events &	Programming	Co-Coordinator
Michelle	Yao	(She/Her)	—	Research &	Advocacy	Co-Coordinator
Sarah	Homsy	(She/Her)	—	Research &	Advocacy	Co-Coordinator

## Goals/Objectives

(calendar and checklist)

MAY	
<b>Service Goal/Objective</b>	<b>Transition phase: Seek out training materials &amp; opportunities for the new executive team members that are specific to their roles.</b>
Why:	The PTM was hired in mid-March so the executive team was hired late April, followed quickly by the closing of the application period for peer support volunteer positions.
Difficulties:	<p>The University closed on March 14<sup>th</sup> in response to physical-distancing efforts, which impeded the completion of transition reports and meetings due to the rapid shift to remote work.</p> <p>Finding equally comprehensive mini projects for each executive to work on that will let them practice and develop the core skills of their roles while minimizing risks to the Centre.</p>
Partners:	VP Administration – PTM Trainings ( <i>weekly</i> ) Communications Officer & Manager – Promotions Training Outgoing SHEC Executives – Transition Reports Ryerson University’s “MayDays” – Free Online Training Webinar ( <i>4 days</i> )
<b>Service Goal/Objective</b>	<b>Peer Support Volunteer (PSV) hiring: Reviewing a combined total of 251* applications (from both new and returning volunteers).</b>
Why:	The service is hoping to hire a team of around 50 PSVs from a variety of academic backgrounds. As the only non-identity based MSU peer support service, it’s also important that our volunteer team is reflective of the student body – balancing both the importance of underrepresented experiences and common lived experiences.
Difficulties:	The timing of the interviews for new peer support volunteer applications happened to align with when several medical schools released their

	<p>admission results, meaning that we lost several interview candidates at short notice. This was mainly an issue amongst students that had just completed their third year of Health Sciences.</p> <p>This year, the Centre was looking to increase representation of several marginalized and underrepresented communities within our volunteer team. This included but was not limited to those with lived experiences of marginalization, international, Indigenous, lower-income, male-identifying and second-degree students. While our targeted promotional efforts in April were effective for the most part, it is my belief that concerns around financial (in)stability and international travel bans caused by the pandemic may have dissuaded certain students from key demographics from applying.</p> <p>The SHEC Operating Policy mandates that both the outgoing and incoming SHEC executive team members should sit on the hiring board for PSV positions (<i>excluding first-year hiring in September</i>). Together, the delayed hiring cycle and the extended application submissions deadline meant that there was little time left in April for the outgoing executive team to participate in the hiring process.</p>
Partners:	<p>EOHSS – Event approvals  VP Administration – Online Interview Formatting  Human Resources Representative – Online Application Sequestering  Human Resources Representative – Hiring Training for PTMs</p>
<b>Service Goal/Objective</b>	<b>Year Planning: Introduction calls with collaborators, goal setting &amp; resource budgeting internally.</b>
Why:	<p>Express intent to collaborate. Pool our knowledge and resources to continue service operations during upcoming online semester(s).</p> <p>Ensure that the entire executive team is content with the direction that the service is taking over the upcoming year and that they each have opportunities to contribute in meaningful ways that will hopefully add to the community-feel of the service.</p>
Difficulties:	<p>Having to postpone certain service and space modifications that have long been needed in favour of providing remote peer support services. Most of the planned modifications were based on things that were consistently highlighted in feedback from our volunteers, visitors, and former executive members.</p> <p>Trying to find virtual solutions that maintain service users’ anonymity, confidentiality, and dignity, while centring accessibility and equity all at once. Moreover, creating a virtual safe(r) space is much more complex than a physical one as we cannot control a visitors’ personal space. Thus,</p>

	solutions should ideally offer online chat, texting, video <i>and</i> audio calling functions. A variety of options is essential for the comfort, safety, and accessibility of both the service users and our volunteers. Volunteers will be allowed to set their own limits around which venues for support they are available for (i.e. text and chat only).
Partners:	FCC Director – Lockers of Love & Supply Distribution Consult PCC Coordinator – Online Peer Support Operations Consult WGEN Coordinator – TransHealth Event(s) SVPRO, WGEN, PCC, & Maccess – Letters of Support Project SVPRO – Positive Masculinities Training Consult
<b>Personal Goal</b>	<b>Begin to build a sense of comfort with the executive team and learn more about how to effectively lead them!</b>

\* This does not include the 106 applications for executive positions, which were reviewed in April.

<b>JUNE</b>	
<b>Service Goal/Objective</b>	<b>Update the SHEC Operating Policy: Rename committees, modify hiring process, and alter “pillars”/ “strategic themes”.</b>
Why:	Several modifications need to be made to better represent the work that is being done. This includes renaming the committees, replacing or modifying the strategic pillars, and making note of the limitations to the current hiring process.
Difficulties:	Renaming committees often requires the creation of new email addresses for the executives, which costs money. Further, any changes to the service’s Operating Policy require multiple levels of approval from the SRA.  We cannot accurately predict how many of our volunteers will be comfortable and able to aid in our supply provision programming this year, since we can only survey returning volunteers at this point. The SHEC team will not be asking any volunteers to take part in activities that they feel unnecessarily expose them to risks. Thus, the job descriptions will need to be adjusted to reflect this.
Partners:	VP Administration – Initial approval to update the SHEC OP Administrative Services Coordinator – Send an editable version of the OP Entire Executive Team – Contribute to updates and official proposal Student Representative Assembly – Review proposed updates
<b>Service Goal/Objective</b>	<b>SHEC Space Visit: Special permission to enter MUSC 202 in preparation of the upcoming year.</b>

<p>Why:</p>	<p>I got special approval to visit their service’s space on-campus to take inventory of our supplies to better assess initial expenses and to donate unwanted promotional apparel and school supplies from an old external partner. I also disposed of expired items, organized the SHEC space a bit, and ensured that it was properly closed for the summer (return pamphlet rack to the space room, empty and unplug fridge, etc.).</p> <p>During this visit, I also grabbed extra SHEC apparel to ship to our executives. They will wear these when filming a promotional video (from home) later this summer!</p>
<p>Difficulties:</p>	<p>I was not aware that MUSC would be locked on the weekends and attempted to go on a Saturday. This meant extending my short stay in Hamilton by another two days.</p> <p>The SHEC emergency alert button wiring seems to be very fragile and was set off when I moved the fridge. This silent alarm has been sounded several times over the past couple years completely unprovoked. This will need to be resolved before the space reopens for peer support.</p> <p>Upon taking inventory, it was found that a large portion of the baby and parenting supplies in the SHEC backspace were expired or close to their expiry date (07/2020).</p>
<p>Partners:</p>	<p>VP Administration – Initial approval for visit  Administrative Services Coordinator – Current passcode to the front space  Local Charities – Donate unwanted materials from old partners</p>
<p><b>Service Goal/Objective</b></p>	<p><b>Personal Health Supplies Contingency Planning: Design multiple possible pathways for providing free material resources while campus remains closed.</b></p>
<p>Why:</p>	<p>Many folks are experiencing financial instability due to the pandemic and poor working conditions. This has inevitably forced some students to temporarily pause their studies, while others are choosing to make spending cuts in other areas of their lives. At SHEC, it has always been a mission of ours to promote equity and dignity through the provision of free personal health, harm reduction, and safe(r) sex supplies so that students don’t have to make those types of tough choices. That should not stop now simply because it will be challenging.</p>
<p>Difficulties:</p>	<p>This issue will likely be discussed at length in this document and future reports. While several restrictions such as associated costs and safety measures have already been discussed (see the ‘<b>Major Expenses</b>’ section), these are not the only difficulties that are present.</p>

	<p>Depending on the distribution pathway(s) that are employed, the collective comfort-levels, availabilities, and living locations of volunteers are all also limiting factors.</p> <p>The executive team will need to investigate which regions that permits or coordination with local policing forces are required by by-law. Areas or locations that do <u>not</u> necessitate contact with law enforcement will be prioritized for the safety of all students involved. If this is required for some reason, all contact will be pipelined through the PTM.</p> <p>It is unclear whether an executive team member will need to be present during the facilitation of the safe pick-up or free market events. This is something that should be strongly considered though due to the nature of the safety concerns. This would further limit our distribution zones.</p>
Partners:	<p>EOHSS – Event approvals  Entire Executive Team – Logistics  Network Administrator – Online ordering form development  VP Finance &amp; Administration – Cost and risk analyses  FCC Director – Lockers of Love collaboration  FCC + McMaster Library – Potential pick-up location partners  Taxi Companies – Potential local delivery partners  Local Businesses – Arrange pick-up locations  The Underground – Design and visual material creation for lawn signs</p>
<b>Personal Goal</b>	<b>Review all year plans and provide balanced feedback where possible while keeping logistical restraints in mind (I.e. campus closure, costs, engagement and interest levels, etc.).</b>

JULY	
<b>Service Goal/Objective</b>	<b>Demo Warmline Software's: Compare various interfaces that are available to SHEC for providing virtual peer support.</b>
Why:	SHEC looks to provide anonymous and confidential peer support to McMaster undergraduate students. Due to campus closures, SHEC will be unable to provide that support from our safe(r) space in MUSC 202 for at least half of the school year. As such, the executive team must be proactive in creating new virtual venues for support!
Difficulties:	Trying to find virtual solutions that maintain service users' anonymity, confidentiality, and dignity, while centring accessibility and equity all at

	<p>once. Moreover, creating a virtual safe(r) space is much more complex than a physical one as we cannot control a visitors’ personal space. Luckily, this is not an issue that is unique to our service alone.</p> <p>The following factors are listed in order of most to least important: maintaining confidentiality &amp; anonymity, providing an emergency ‘<i>Exit Now</i>’ function, offering multiple venues for support (I.e. video and chat-based), accessible interface (ease of use &amp; accommodation features), as well as supporting multiple languages and dialects. Unfortunately, the more of these features a given service offers, the more expensive the service is.</p> <p>Like the limitations facing our alternate supply distribution programming, warmline specifics are dependent on the comfort-levels of our PSVs and their ability to access the necessary software(s).</p>
Partners:	<p>VP Administration – Advise on possible software options and restrictions  Volunteer Coordinator (+ PTM) – Try our various software features  Network Administration – Consultation for product demonstration  Peer Support PTM Cluster – Troubleshoot shared concerns</p>
<b>Service Goal/Objective</b>	<b>September Training Planning: Decide what needs to be covered and divide up the responsibilities fairly.</b>
Why:	<p>SHEC has a very large mandate which means that our volunteers require a lot of training, especially considering the nature of the disclosures we often receive. Some training topics remain the same each year, however others are included at the discretion of the executive team. September training usually spans a full weekend (8 hours each day), but this year it will likely be provided across the span of a week (September 19<sup>th</sup> - 26<sup>th</sup>).</p>
Difficulties:	<p>Any existing training resources will need to be tailored since this year will be truly one of a kind. We will need to reimagine most of our policies and protocols to better suit the unfamiliar environment of virtual safe(r) spaces.</p> <p>Moreover, SHEC volunteers often recommend grassroots initiatives over those that are government-funded, as they <i>tend</i> to hold less harmful bureaucratic policies and practices. However, most of these supports have limited service radii meaning that the team will need to spend more time researching resources that are location specific. The team will also have to continuously monitor the status of our ever-evolving list of available resources and support options, particularly as some begin to close indefinitely due to the financial strain of the pandemic.</p> <p>Training budget cuts mean that we should try to centralize all efforts into producing materials that are all one format or various low-cost formats,</p>

	however this poses multiple concerns in terms of accessibility and engagement.
Partners:	EOHSS – Event approvals Communications Director – Consult on training materials development The Underground – Design and visual media creation, if applicable Entire Executive Team – Plan and divide tasks appropriately Volunteer Coordinator – Contact possible external consultants or educators VP Administration – Guidance and applicable restrictions
<b>Service Goal/Objective</b>	<b>Naloxone distribution logistics: Discuss feasibility of beginning this program this academic year.</b>
Why:	The last executive team had begun the process of having SHEC certified as an approved Naloxone distributor by Public Health Hamilton. This means that they will provide us with the all necessary training, supplies, and insurance coverage to show community members how to properly employ Naloxone nasal sprays in the case of an apparent drug overdose. This was meant to be the inaugural year of this new partnership.
Difficulties:	<p>If the Naloxone distribution guidelines created last year are not comprehensive enough, the executive team will need to modify those as well as create relevant training for interested volunteers. This is all very time-consuming, and the team already has a lot on their plates with switching to physically distanced service operations.</p> <p>Extra training would also be required of the PTM and Volunteer Coordinator who would serve as the ‘Naloxone Lead’ and ‘Assistant Lead’, respectively. Both of whom will be very busy with other SHEC or work-related duties for the entirety of the summer. Moreover, the Volunteer Coordinator is currently living outside of Ontario and thus <u>cannot</u> attend any in-person training – this may or may not be an issue, depending on the training delivery method chosen by our Public Health partners.</p> <p>The PTM also needs to have a discussion with the General Manager about the parameters of our legal agreements with Public Health, as we may not have the option to opt-out or postpone the program for a year.</p>
Partners:	VP Administration – Discuss how the overall feasibility for this year General Manager – Discuss insurance coverage and legal requirements Entire Executive Team – Review and modify the naloxone program guidelines that were created by SHEC executives last summer Volunteer Coordinator (+PTM) – Safety risk analyses, act as designated project ‘leads’, and complete necessary trainings to become trainers Public Health Hamilton – Oversee naloxone distribution programs in GHA, provide relevant resources and insurance coverage

<b>Personal Goal</b>	<b>Have a clearer vision of what the year ahead will look like and seek out increased support in areas that executive team may be feeling overwhelmed.</b>

<b>AUGUST</b>
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<b>Service Goal/Objective</b>	<b>Seek Community Sponsorships &amp; Donations: Supplies distribution funding and gift-cards for giveaways later in the year.</b>
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Why:	To lessen the financial burden associated with alternate supplies distribution methods (I.e. extra shipping costs) and possible warmline software fees. Securing external funding will allow SHEC to prioritize the accessibility of our services in order to better serve students during these hectic times.
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Difficulties:	<p>Funding opportunities may be limited, or new eligibility parameters have been introduced, due to current events. Especially due to an influx of funding for programs that serve those that are most affected by the pandemic and ongoing systemic violence against racialized folks in Canada. While we qualify under some of these parameters, our mission is so broad that it may serve as a deterrent. In the same regards, potential smaller sponsors and donors are likely facing financial instability or are already divesting money elsewhere in their communities.</p> <p>Additionally, all gift-cards should be electronic to minimize the risk of virus transmission and to simplify the giveaway process. A variety of gift-cards should be collected as certain stores and services are not operational in every town (I.e. Starbucks, Skip the dishes, etc.). Ideally, winners should be able to redeem their gift-card purchases online so that we are not <i>promoting</i> that folks go to physical store fronts during a pandemic.</p>
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Partners:	<p>Entire Executive Team – Outreach to possible sponsors or donors          Promotions Coordinator (+ PTM) – Refine sponsorship request letter          VP Finance – Advise on potential restrictions and sponsorship request letter          TerraCycle – Upcycling programs that double as funding revenue (I.e. Yves cuisine packaging, Rubbermaid products, &amp; cigarette waste)!          Network Administrator – Add featured sponsors’ info to SHEC website</p>
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<b>Service Goal/Objective</b>	<b>Virtual Welcome Week: Collaborate with other departments or services as requested.</b>
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Why:	SHEC’s involvement in Welcome Week varies each larger and is largely dependent on the availability of the executive team during specific programming. Nonetheless, it is always something we aim to do as it is a wonderful opportunity to promote the service and volunteering hiring to incoming students!
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<p>Difficulties:</p>	<p>A virtual Welcome Week means less one-on-one recruitment opportunities with students. Moreover, not all environments are appropriate spaces for conducting video calls. This may or may not affect our planned appearances in various Welcome Week events.</p> <p>Some of the executive members have never been involved in Welcome Week, which makes this year’s virtual events seem even more intimidating. In contrast, other executive members may already be involved in Welcome Week in another capacity and, thus, will not have as much time to help with SHEC collaborations or appearances.</p>
<p>Partners:</p>	<p>EOHSS – Event approvals, if applicable  Welcome Week Planners – Event collaborations or appearances</p>
<p><b>Service Goal/Objective</b></p>	<p><b>Fall PSV Hiring Opens: The two-week submission period for new transfer and first-year students PSV applications opens on August 27<sup>th</sup>.</b></p>
<p>Why:</p>	<p>It is a long-standing tradition at SHEC to reserve a few volunteer positions for incoming first-year students. This has helped us as a service stay in tune to the needs of each incoming cohort! This year we will also be opening fall hiring up to new transfer students who face many of the same challenges that first-year students do throughout their transition to studying at McMaster.</p> <p>Moreover, it is important that we post these opportunities separately in the fall because these folks likely wouldn’t have seen our spring hiring opportunities or weren’t eligible for a PSV position at that time!</p> <p>We strategically timed the application period to straddle virtual Welcome Week programming and the first week of classes to benefit from the eagerness of folks to ‘branch out’ socially and academically around this time of year!</p>
<p>Difficulties:</p>	<p>Application rates during fall hiring are often low. This is partially due to the fact that eligibility has been limited to one level (first years) instead of new students in general. However, we often hear from other applicants that they didn’t know about the service in their first year at McMaster or they were worried that taking on a volunteer position would be too much to handle during the transition.</p> <p>This will be the first year that this round of hiring is explicitly open to transfer students as well. This means that we will have to brainstorm the best ways to capture their attention when promoting fall hiring.</p>

Partners:	EOHSS – Interview ‘event’ approvals Human Resources Representative – Create job openings on MSU website Communications Director – Paid hiring post boosts Communications Officer – Professional expertise on filming videos Entire Executive Team – Film hiring video appearances in SHEC apparel The Underground – Collaborate on hiring promotional materials, if desired Promotions Coordinator – Actively promote the hiring opportunity Campus Partners – Signal boost hiring opportunity
<b>Personal Goal</b>	<b>Have check-ins with each of the executives to discuss what their first semester looks like and how I can help support them through this awkward transition to remote learning while volunteering.</b>

<b>SEPTEMBER</b>	
<b>Service Goal/Objective</b>	<b>Complete Peer Support Volunteer Hiring: Finalize hiring of new transfer and first-year students.</b>
Why:	<p>The fall hiring process needs to be facilitated in a very short amount of time so that all volunteers can complete their mandatory SHEC training (tentatively September 19<sup>th</sup> - 26<sup>th</sup>). Normal operation hours should begin on or by Monday, September 28<sup>th</sup> after a period of reduced operating hours.</p> <p>We strategically timed the application period to straddle virtual Welcome Week programming and the first week of classes to benefit from the eagerness of folks to ‘branch out’ socially and academically around this time of year!</p>
Difficulties:	<p>There is a strict deadline for all final hiring decisions by September 14<sup>th</sup> so that volunteers can complete all applicable training before starting shifts. This means that the executives must complete application reviewal and interviews within a matter of days – all whilst adjusting to the new school year.</p> <p>Application rates during fall hiring are often low. This is partially due to the fact that eligibility has been limited to one level (first years) instead of new students in general. However, we often hear from other applicants that they didn’t know about the service in their first year at McMaster or they were worried that taking on a volunteer position would be too much to handle during the transition.</p> <p>This will be the first year that this round of hiring is explicitly open to transfer students as well. This means that we will have to brainstorm the best ways to capture their attention when promoting fall hiring.</p>

Partners:	<p>Promotions Coordinator – Actively promote the hiring opportunity</p> <p>Entire Executive Team – Review applications and facilitate interviews</p> <p>Campus Partners – Signal boost hiring opportunity</p> <p>Administrative Assistant – Requires a full list of volunteer student numbers</p>
<b>Service Goal/Objective</b>	<b>Peer Support Volunteer Training: Provide a comprehensive and accessible training experience for all new and returning volunteers.</b>
Why:	<p>Completion of September training is mandatory for all SHEC peer support volunteers. SHEC training covers a variety of topics as they relate to common notions around health, wellness, and healing. Training goes beyond the work of simply breaking down stigmas; instead teaching volunteers how to actively support their peers, to hold themselves accountable for their own biases or wrongdoings, and to facilitate a safe(r) space for conductive conversations.</p>
Difficulties:	<p>Training sessions are often very emotionally tolling on the entire executive team, who are under constant time restraints and get very few breaks throughout all of it.</p> <p>Keeping volunteers engaged throughout the entirety of training has been a struggle in the past. Having to complete training remotely means that the executive team won't be able to ensure that volunteers are learning all the necessary material nor can we ensure that they have adequate emotional supports in place during difficult sessions.</p> <p>If the team ultimately creates a training manual, they will need to decide how to provide these to the volunteers. Should access to these manuals be monitored and limited to just volunteers or should these be shareable?</p> <p>The use of “situational” as a hiring parameter and as a training tool has been a topic of controversy within peer support spaces as they provide volunteers with a chance to practice, but also have the potential of causing undue harm or discomfort at the same time. Moreover, it's logistically impossible to simulate a one-on-one experience with each volunteer during the time provided so we often end up having to complete these in a group setting which add to this issue. However, in years that we have not done this we have had complaints from volunteers about not feeling adequately prepared to enter peer support sessions. This will likely be worked around by providing detailed content warnings at the beginning of the session and additional warnings 45-75 seconds in advance.</p>
Partners:	<p>Volunteer Coordinator – Arrange schedule and follow up with volunteers that missed training</p>

	<p>Entire Executive Team – Facilitate training session and provide support to volunteers throughout the day</p> <p>SVPRO Student Educator – Applicable training materials and session</p> <p>Maccess – Additional training session for SHEC volunteers</p> <p>VP Administration – Guidance and MSU-wide training materials</p> <p>Accounts Payable – Pay external consultant or educators, if applicable</p>
<b>Service Goal/Objective</b>	<b>Tailor Operations: Set hours of operation, venues for accessing peer support, and assess need for more volunteers.</b>
Why:	<p>At the beginning of the term, SHEC will open under reduced operating hours with the support of our 22 returning volunteers. These are set at the end of August, and last until the new volunteers have been fully trained in mid- to late-September when the full shift schedule has been created.</p> <p>SHEC operating hours and service offerings vary slightly from year to year, this is at the discretion of the executive team. Since this year looks very different from other years, we are choosing to build our operations around what our volunteers feel they have the capacity to contribute. This is also a great time to review what form of support service users <i>want</i> during these unusual circumstances. The final schedule with full operating hours will be created as soon as all volunteer position offers have been extended for fall hiring and will be finalized by approximately September 21<sup>st</sup>.</p>
Difficulties:	<p>When deciding what hours of operation to hold, the following factors must be considered: volunteer class and work schedules, as well as their access to reliable internet and internet-capable devices. We also must be careful to set operation hours that do not expose our volunteers to an influx crisis calls (I.e. between 11 pm – 7 am EST) as these calls are extra tolling on our volunteers, who do not have crisis-specific training.</p> <p>The comfort and safety of our volunteers is our number one priority. As such, we must pay attention to what forms of support that they feel they can provide students when determining what forms of support the service will offer this year (I.e. text and chat based only or also having video call option). This also applies for material support services such as personal health supplies packaging and distribution.</p>
Partners:	<p>Volunteer Coordinator (+ PTM) – Create weekly shift schedule</p> <p>Promotions Coordinator – Advertise operation hours and service changes</p> <p>The Underground – Create design to promote changed hours, if desired</p> <p>MSU Communications Director – Promotional consultations</p> <p>PSVs – Survey about SHEC involvement</p>

<b>Personal Goal</b>	<b>Find a balance between work, school, and personal responsibilities; hopefully reduce hours of work per week to match those of the job description.</b>
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**OCTOBER**

<b>Service Goal/Objective</b>	<b>Committee Performance Review: Committee executives will check in with their team members and follow up with the PTM.</b>
Why:	<p>Problem-solve any issues that might be occurring and give the committee members the opportunity to seek mentorship as they pursue their own personal growth goals. This is also a good time to reassess the feasibility of each committee’s year plan and make changes where necessary.</p> <p>Where warranted, absentee committee members may be asked to switch to volunteering an additional hour per week through the warmline. This specifically pertains to volunteers that choose to do reduced warmline hours in favour of committee participation and are having continued issues meeting the set committee expectations. Alternately, possible accommodations may also be discussed with some of these volunteers.</p>
Difficulties:	<p>Engagement in the review process will not be required of committee members, thus we may not receive a lot of feedback. However, this has yet to be an issue!</p> <p>This will likely require that the committee members and executives accept that several of the plans they initially had may no longer be feasible. Nevertheless, this provides an opportunity to divest more money into projects that they’ve spent more time on or that they think would be more useful to McMaster students!</p> <p>Objectively quantifying what an absentee committee member means or looks like will also be somewhat challenging. However, the committee executives should develop clear expectations for all members at the beginning of each term.</p>
Partners:	<p>Committee Executives – Check in with entire committee &amp; PTM</p> <p>PSVs – Provide feedback based on their experiences on the committee(s)</p> <p>EOHSS – Meeting ‘event’ approvals*</p> <p>VP Administration – Discuss need for individual volunteer meetings*</p> <p>Volunteer Coordinator (+ PTM) – Individual meetings with volunteers*</p>
<b>Service Goal/Objective</b>	<b>Promotional Strategies Review: Meet with the Promotions Coordinator alone and then in conjunction with the other executives.</b>

Why:	<p>Discuss what is and isn't working – especially in terms of the effectiveness of our initial service promotion strategies and the promotions timelines that were given to the committees. From here, we will refine the year plan where necessary and consult with the MSU Communications teams about our next steps.</p> <p>Depending on popular in-demand the warmline service ends up being, we may invest in a promotional video or several of the large format advertisement opportunities on-campus (I.e. MUSC front windows or the Marketplace screen).</p>
Difficulties:	It will be difficult to compare the relative effectiveness of our promotional strategies to that of another service or even another year, as this year will undoubtedly be quite unique.
Partners:	<p>Promotions Coordinator – Strategy review and further brainstorming</p> <p>Communications Director &amp; Officer – Providing professional expertise and possibly aiding with creation of another video</p> <p>The Underground – Design and visual material creation, where applicable</p>
<b>Service Goal/Objective</b>	<b>Online Pod Socials: Six smaller group events each hosted by one of executive team members.</b>
Why:	Many students find University isolating and having to suddenly do it all online only exacerbates this issue. Add on the task of actively volunteering to support other students, without having any real face-to-face interactions through it all, and one can find themselves very emotionally drained. These virtual volunteer get-togethers are part of a larger strategy to increase volunteer engagement and morale by helping them stay connected with this wonderful group of fellow peer supporters!
Difficulties:	Collecting voluntary survey responses can be quite difficult, especially if volunteers are not fond of the idea of a social event. Thus, the executives are often left to decide on options that are fun but won't add extra stress onto the volunteers.
Partners:	<p>EOHSS – Event approvals</p> <p>Entire Executive Team – Organize respective pod socials</p> <p>Volunteer Coordinator – Follow up with other executives about pod socials</p> <p>PSVs – Survey for preferred social event options</p>
<b>Personal Goal</b>	<b>Relax expectations of volunteers to accommodate the fact that many folks will be in the processing of applying for further studies (I.e. graduate school, continuing education, etc.).</b>

# NOVEMBER

<b>Service Goal/Objective</b>	<b>SHEC Cares Planning: Finalizing our alternate programming for exam care packages &amp; placing any relevant purchase orders.</b>
Why:	SHEC Cares is a simple way to promote the service to students during exam time alongside additional resources that remain open over the winter break. SHEC Cares often involves handing out exam ‘care packages’ filled with treats, safe(r) sex items, and a couple other pick-me-ups. This term, physically delivering them on-campus to students will not be an option, however, we can still show students we care by offering smaller giveaways and other programming!
Difficulties:	The committee should choose giveaways that are completely electronic to minimize the risk of virus transmission and to simplify the giveaway process (if the winter term is online too).
Partners:	EOHSS – Event approvals Events & Programming Committee – Organize exciting giveaways Promotions Coordinator – Actively promote the event online The Underground – Design and visual material creation Accounts Payable – Purchase items ahead of time
<b>Service Goal/Objective</b>	<b>Research &amp; Advocacy Committee Campaign: Release of their first full-sized campaign of the year!</b>
Why:	After several weeks of working with committee members, the Co- Coordinators hope to launch one of their favourite campaigns about healthy relationships and communicating during the pandemic.
Difficulties:	The Research & Advocacy committee has struggled in the past to adhere to their original deadlines. This is partially due to the popularity of the committee among volunteers, which sees engagement from close to 50% of our volunteers and inevitably slows them down.
Partners:	Research & Advocacy Committee – Organize campaign information Communications Director & Officer – Provide professional expertise Promotions Coordinator – Actively promote the campaign online The Underground – Design and visual material creation Campus Partners – Signal boost online campaign posts
<b>Service Goal/Objective</b>	<b>SHEC Promotional Items: Purchasing custom SHEC branded items that can be given to McMaster students.</b>
Why:	Advertising the service in innovative ways will be particularly important as we will not benefit from our high-profile location on the 2 <sup>nd</sup> floor of MUSC as we have in previous years.

Difficulties:	<p>Ensuring that items have a long lifespan, are genuinely useful to the student body, and are within our budget. Moreover, in some cases, giving away certain items for free may be perceived as SHEC pushing simplistic ideals of health and wellness (I.e. yoga mat, stress balls, condom lollipops, etc.).</p> <p>It must be clear that these items are promotional in nature, so that it is known that we are not associated with <i>all</i> who possess one nor do we necessarily support their views. We recognize that because SHEC is a non-identity based support resource many of our service users don't share our views on many sensitive topic matters. This is a larger issue that we must remain aware of throughout all decision making for the service - Nonetheless, we are committed to continue amplifying the voices of underrepresented, overlooked, and marginalized groups on campus.</p>
Partners:	<p>Communications Director &amp; Officer – Providing professional expertise  Promotions Coordinator – Brainstorming and budgeting  The Underground – Place order with external promotional items supplier  Accounts Payable – Place purchase order</p>
<b>Personal Goal</b>	<b>On-going executive training event &amp; decide on a possible conference we can attend together as an added learning experience (we did this in 2018 with the Indigenous Health Conference and everyone learned a lot).</b>

DECEMBER	
<b>Service Goal/Objective</b>	<b>Exam-Time Peer Support: Each volunteer will sign-up for three hours (in total) over the span of the exam period.</b>
Why:	Many other services stop running during exams, however, SHEC often sees an influx of visitors around this time for both peer support and free material resources! Whether they're stocking up before winter break or coping with increased stress, it is important that SHEC remains available to students during this time.
Difficulties:	Volunteers often forget to sign-up for or to attend their exam shifts which can lead to having to temporarily close the space (or suspend warmline operations) with little notice. These unexpected closures add even more stress onto space visitors who often plan their visits around their busy schedules.
Partners:	<p>Volunteer Coordinator – Arrange schedule &amp; shifts reminders  Promotions Coordinator – Advertise change in operation hours</p>

<b>Service Goal/Objective</b>	<b>Online Volunteer Social: At the very beginning of the month we will host one or two different volunteer social events (I.e. a virtual study hall and a movie night)!</b>
Why:	To celebrate all that we have accomplished this term, thank everyone for their hard work, and to collectively brainstorm ways to make SHEC better in the new year! But mainly as a form of socialization and to unload together, especially since we won't be able to do all of this on shifts in the SHEC space as we have in other years.
Difficulties:	As the end of the year approaches, collecting survey responses gets increasingly difficult. Thus, the executives are often left to decide on options that are fun but won't add extra stress onto the volunteers during exam season.
Partners:	EOHSS – Event approval Volunteer Coordinator – Organize volunteer social Entire Executive Team – Participate in volunteer socials PSVs – Survey for preferred social event options Communications Director – Provide list of available streaming content (specific to a movie night)
<b>Service Goal/Objective</b>	<b>Develop Winter Training: Decide on what needs to be covered and divide up the responsibilities fairly.</b>
Why:	SHEC has a very large mandate which means that our volunteers require a lot of training, especially considering the nature of the disclosures we often receive. Historically, SHEC executives have struggled to fit all the necessary training does into the 16-hours that are allotted for training at the beginning of the year. As such, SHEC often provides take-home refresher assignments throughout the year and a winter training session to help students retain all the information we've given them.  Some training topics remain the same each year, however others are included at the discretion of the executive team. January training usually takes 8 to 9.5 hours concentrated into a single day. The exact date has yet to be set for this.
Difficulties:	Any existing training resources will need to be tailored since this year will be truly one of a kind. We will need to reimagine most of our policies and protocols to better suit the unfamiliar environment of virtual safe(r) spaces.  Moreover, SHEC volunteers often recommend grassroots initiatives over those that are government-funded, as they <i>tend</i> to hold less harmful bureaucratic policies and practices. However, most of these supports have limited service radii meaning that the team will need to spend more time

	<p>researching resources that are location specific. The team will also have to continuously monitor the status of our ever-evolving list of available resources and support options, particularly as some begin to close indefinitely due to the financial strain of the pandemic.</p> <p>Training budget cuts mean that we should try to centralize all efforts into producing materials that are all one format or various low-cost formats, however this poses multiple concerns in terms of accessibility and engagement.</p>
Partners:	<p>EOHSS – Event approval  Entire Executive Team – Plan and divide tasks appropriately  Volunteer Coordinator – Arrange schedule and advise other executives  VP Administration – Guidance and applicable restrictions  Communications Director – Consult on training resource development and add to the training manual, if online again</p>
<b>Personal Goal</b>	<b>Have check-ins with each of the executives to discuss what their second semester looks like and how I can shift my expectations of them accordingly.</b>

<b>JANUARY</b>	
<b>Service Goal/Objective</b>	<b>Winter Training: A one-day training session for all peer support volunteers.</b>
Why:	<p>If the second semester is in-person, volunteers will need to be updated on the various policies and protocols that are associated with facilitating a physical safe(r) space. Moreover, this is usually a good time to discuss as a group what SHEC can do to better support service users and each other.</p> <p>The winter training session is also when volunteers get to discuss further situation-based responses and to practice their peer support skills in a ‘low-risk environment’.</p> <p>SHEC has a very large mandate which means that our volunteers require a lot of training, especially considering the nature of the disclosures we often receive. Historically, SHEC executives have struggled to fit all the necessary training does into the 16-hours that are allotted for training at the beginning of the year. As such, SHEC often provides take-home refresher assignments throughout the year and a winter training session to help students retain all the information we’ve given them.</p>

	<p>Some training topics remain the same each year, however others are included at the discretion of the executive team. January training usually takes 8 to 9.5 hours concentrated into a single day. The exact date has yet to be set for this.</p>
<p>Difficulties:</p>	<p>If in-person, we will not be able to feed the volunteers, as we have in the past, due to the associated training expenses budget cuts. We will also have to show new students around campus if the winter semester happens in-person!</p> <p>Training sessions are often very emotionally tolling on the entire executive team, who are under constant time restraints and get very few breaks throughout all of it.</p> <p>If online again, the executive team won't be able to ensure that volunteers are learning all the necessary material nor can we ensure that they have adequate emotional supports in place during difficult sessions.</p> <p>If the team ultimately creates a training manual, they will need to decide how to provide these to the volunteers. Should access to these manuals be monitored and limited to just volunteers or should these be shareable? If they are limited access, how do we add information for January training to them if necessary?</p> <p>The use of "situational" as a hiring parameter and as a training tool has been a topic of controversy within peer support spaces as they provide volunteers with a chance to practice, but also have the potential of causing undue harm or discomfort at the same time. Moreover, it's logistically impossible to simulate a one-on-one experience with each volunteer during the time provided so we often end up having to complete these in a group setting which add to this issue. However, in years that we have not done this we have had complaints from volunteers about not feeling adequately prepared to enter peer support sessions. This will likely be worked around by providing detailed content warnings at the beginning of the session and additional warnings 45-75 seconds in advance. If in-person, secondary content warnings will occur 2-5 minutes in advance to allows volunteers to discretely leave the room if desired or to otherwise emotionally prepare themselves.</p>
<p>Partners:</p>	<p>Entire Executive Team – Facilitate training session and provide support to volunteers throughout the day  VP Administration – Guidance and applicable restrictions  Volunteer Coordinator – Follow up with volunteers that miss the session  Accounts Payable – Purchase food for volunteers, if in-person</p>

<b>Service Goal/Objective</b>	<b>Committees Resume: Open call to the entire volunteer team for interested committee members to join for the new term.</b>
Why:	<p>Due to the new term, and potentially the switch to in-person learning, students will be faced with a lot of change all at once. As such, we recognize that our volunteers’ priorities may shift too and they may find that they suddenly have more, or less, time than before to work on a committee! Offering a second chance for volunteers to get involved and to get to know their fellow volunteers better will help keep morale high!</p> <p>Moreover, this is a great time for committee executives to make sure that the committee members feel that their ideas are heard and valued throughout each step of organizing an event or campaign.</p>
Difficulties:	<p>Certain difficulties that have been identified from past years include setting proper expectations around committee work. Particularly, appropriate involvement levels, proper reference sourcing, promotional timelines, meeting etiquette, etc.</p> <p>Volunteer engagement often dwindles during second semester due to changing routines. If the second semester is in-person this will likely not be an easy transition for many students, especially first year students.</p> <p>This is once again a good time to gauge volunteer interest in specific projects and reassess the feasibility of each committee’s year plan, making changes where necessary.</p>
Partners:	<p>Committee Executives – Open call to volunteers and modify committee expectations, where needed</p> <p>PSVs – Join committee(s) or update committee executives on involvement</p>
<b>Service Goal/Objective</b>	<b>PTM Hiring: All submissions, application review, and interviews for the SHEC 2021 - 2022 PTM position should occur around this time.</b>
Why:	<p>The Executive Board forms hiring boards for the various part-time manager positions in late December, with an application deadline around the beginning of the new term. This hiring is done early to allow for a comprehensive and hands-on training experience for the incoming PTM. This also allows the incoming PTM to begin recruiting their executives and volunteers for the next year before the end of the Winter semester!</p>
Difficulties:	<p>Hiring timelines vary slightly from each year, PTM is fully dependent on the availability of executive board members and is facilitated by the MSU VP Administration.</p>

	<p>Over the last four years, the deadline for the SHEC PTM applications were extended or applications were re-opened twice. More thorough advertising of the position may be necessary to prevent a repeat. Moreover, the hiring board should review the expectations for this position to see where the discrepancies between applicants and the ideal candidate lies.</p> <p>If the Winter term is online, the hiring process will also need to be for accessibility and safety reasons. Hiring will likely take longer if done completely online, however, because there is only one PTM position the maximum number of interviews completed should be about seven (in previous years, 3-5 candidates were interviewed each year).</p>
Partners:	<p>VP Administration – Head of the hiring board          Outgoing PTM – Hiring board member          Executive Board Member(s) – Hiring board member(s)          SWC Representative – Possible hiring board member          Human Resources Representative – Create job openings on MSU website          Promotions Coordinator – Actively promote this paid hiring opportunity          Campus Partners – Signal boost hiring opportunity</p>
<b>Personal Goal</b>	<b>Finds way to make everyone’s jobs more accessible and enjoyable in hopes of maintaining steady engagement levels from both volunteers and executive team members.</b>

<b>FEBRUARY</b>	
<b>Service Goal/Objective</b>	<b>Executive Hiring: All submissions, application review, and interviews for the SHEC 2021 - 2022 executive team should occur around this time.</b>
Why:	The service often opens executive team volunteer applications in the winter or spring before the next academic year so that incoming executives can participate on the spring PSV hiring board. SHEC often receives over one hundred applications for our six executive positions.
Difficulties:	<p>Hiring timelines vary slightly from each year, so this is dependent on whether the incoming SHEC PTM has been hired by this point. We will also need to discuss what <i>type</i> of executive team the incoming PTM is looking to build!</p> <p>Based on the time of year, reading week may interrupt or overlap with the timing of interviews. By all means, the hiring board(s) will try their best to provide candidates with a variety of dates and times that they can then choose from based on their own preference or schedule.</p>

	<p>The current hiring format doesn't allow the hiring board to see how co-executives are not interviewed or hired together – an additional second group-style interview with the top interviewers should be considered to see how they all interact with one another! This will hopefully limit issues that may arise throughout the year due to any tension between co-executives.</p> <p>If the Winter term is online, the hiring process will also need to be for accessibility and safety reasons. Hiring will likely take longer if done completely online, however, because there are only 6 executive positions, not a lot of interviews need to be held so it shouldn't take too long.</p>
Partners:	<p>EOHSS – Interview 'event' approvals  Human Resources Representative – Create job openings on MSU website  Promotions Coordinator – Actively promote the hiring opportunities  The Underground – Collaborate on hiring promotional materials, if desired  Outgoing Executive Team – Update job descriptions and possibly serve as members of the hiring board(s)  Incoming PTM – Head of the hiring boards  Campus Partners – Signal boost hiring opportunity</p>
<b>Service Goal/Objective</b>	<b>Committee Performance Review: Committee executives will check in with their team members and follow up with the PTM.</b>
Why:	<p>Problem-solve any issues that might be occurring and give the committee members the opportunity to seek mentorship as they pursue their own personal growth goals. This is also a good time to reassess the feasibility of each committee's year plan and make changes where necessary.</p> <p>Where warranted, absentee committee members may be asked to switch to volunteering an additional hour per week through the warmline. This specifically pertains to volunteers that choose to do reduced warmline hours in favour of committee participation and are having continued issues meeting the set committee expectations. Alternately, possible accommodations may also be discussed with some of these volunteers.</p>
Difficulties:	<p>Engagement in the review process will not be required of committee members, thus we may not receive a lot of feedback. However, this has yet to be an issue!</p> <p>This will likely require that the committee members and executives accept that several of the plans they initially had may no longer be feasible. Nevertheless, this provides an opportunity to divest more money into projects that they've spent more time on or that they think would be more useful to McMaster students!</p>

	Objectively quantifying what an absentee committee member means or looks like will also be somewhat challenging. However, the committee executives should develop clear expectations for all members at the beginning of each term.
Partners:	Committee Executives – Check in with entire committee & PTM PSVs – Provide feedback based on their experiences on the committee(s) EOHSS – Meeting ‘event’ approvals* VP Administration – Discuss need for individual volunteer meetings* Volunteer Coordinator (+ PTM) – Individual meetings with volunteers*
<b>Service Goal/Objective</b>	<b>PTM Transition Period: Assuming the incoming Services Coordinator has been hired, the PTM will begin having regular meetings with them.</b>
Why:	I have been volunteering with SHEC since September of 2016 and have witnessed a lot of change within our organization! As such, I can further advise on the context behind many of our current policies and the service structuring – especially the vast changes that have been made to the committee formats over the past few years. Nonetheless, I’ve found that the manager position necessitates a lot of hands-on training which I wouldn’t have received if not for my time on the executive team a couple years ago.  Provide training for things like running executive meetings, budgeting, and writing EB reporting. The incoming PTM can then choose to modify these processes as they see fit!
Difficulties:	Hiring timelines vary slightly from each year, so this is dependent on whether the incoming SHEC PTM has been hired by this point.  If the winter term is also online, this will make scheduling transition meetings slightly harder. Moreover, the 2020 – 2021 year may not serve as the best template for their year as PTM, depending on how quickly campus reopens and how the MSU’s response strategies may vary next year.  SHEC PTMs that do not identify with the communities that the other peer support services serve (BIPOC, survivors of violence, 2STLGBQIA+ folks, disabled persons/ person with a disability) tend to have a harder time connecting to the PTM cluster and thus may not feel adequately supported in their new role.
Partners:	EOHSS – Meeting ‘event’ approvals VP Administration – Guidance and contact information Outgoing PTM – Facilitate intake call and proceeding transition calls Incoming PTM – Participate in relevant calls

<b>Personal Goal</b>	<b>Make sure that I am up to speed on any extenuating coursework or major SHEC duties by the end of reading week. Begin to work on my transition report for the next PTM!</b>
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## MARCH

<b>Service Goal/Objective</b>	<b>PSV Hiring: Submissions should open around this time, followed by interviews, for peer support volunteer applications for the 2021 – 2022 academic year.</b>
Why:	The service often opens volunteer applications in the spring before the next academic year because we usually have a couple hundred interested applicants. Moreover, by hiring in the Winter term, SHEC can open the space under reduced operating hours at the very beginning of the fall term (as is planned for September 2020).
Difficulties:	<p>Over the last two years, an average of about 250 applicants applied for general peer support volunteer positions. So long as application review and interviewing are done in conjunction with the outgoing executives, there should be a large enough hiring board that these would not take too long to review.</p> <p>If the Winter term is online, the hiring process will also need to be for accessibility and safety reasons. Hiring will likely take longer if done completely online.</p>
Partners:	<p>EOHSS – Interview ‘event’ approval  Human Resources Representative – Create job openings on MSU website  Promotions Coordinator – Actively promote the hiring opportunity  The Underground – Collaborate on hiring promotional materials, if desired  Outgoing Executive Team – Possible members of the hiring board(s)  Incoming Executive Team – Hiring board members  Campus Partners – Signal boost hiring opportunity</p>
<b>Service Goal/Objective</b>	<b>Letters of Recommendation: Offer volunteers the opportunity to reach out to chosen executive for a letter of recommendation.</b>
Why:	Advance future professional development opportunities for our volunteers. Additionally, this is a great way to assess the value of each volunteer’s contributions to the service in a positive manner as hiring begins.
Difficulties:	Depending on the demand for these, this may be very time-consuming for the executive team. This is especially true for the committee executives and the volunteer coordinator, who are likely to be the first pick for many volunteers.

	<p>There is also the possibility that a volunteer whose performance or commitment was less than satisfactory requests a recommendation, however, this is more awkward than troublesome.</p> <p>Many interested volunteers may want a recommendation letter earlier on in the year. Particularly for summer job or graduate school applications, as well as for executive team positions.</p>
Partners:	<p>Outgoing Executive Team – Write letters MSU Clerks – Print physical copies with under an MSU letterhead</p>
<b>Service Goal/Objective</b>	<b>Transition Reports: Writing and editing transition reports for the incoming executive team.</b>
Why:	<p>Transition reports are meant to serve as a guidebook that incoming executives can refer to throughout their year. They should discuss some of the major concerns, successes, and failures that were experienced over the year and accompanying recommendations. It's also important to make sure that the service's most important work is continued in future years and that time spent on various projects is not completely wasted!</p>
Difficulties:	<p>This time of the year is notoriously chaotic because many executives and volunteers are studying, graduating, completing a thesis, or simply leaving their role with SHEC. It also tends to be generally more difficult to motivate an outgoing executive to create a thorough transition report if they applied to return to the executive team and were not offered a role.</p> <p>Multiple of the current executive team members also did not receive transition reports due to the quick turnover this year. This means that we will not have a very strong template for facilitating this transition for the next cohort, but we will consult with VP Administration about this as necessary.</p> <p>Transition reports vary greatly from year to year in both quality and content. The outgoing team members will be sure to make sure that all (or most) of the information that the incomings' request are included in these reports.</p>
Partners:	<p>VP Administration – Guidance and templates Outgoing Executive Team – Work on transition reports Incoming Executive Team – Advise on areas to focus on in reports</p>
<b>Personal Goal</b>	<b>Have the entire executive team contribute to a thank you to each volunteer before exam shifts begin so that we can make sure everyone gets one in time!</b>

## APRIL

<b>Service Goal/Objective</b>	<b>Complete Transition: Finish writing transition reports and have meetings with the incoming executives.</b>
Why:	It's important to facilitate this transition period so that incoming executives will feel secure in their new roles and to avoid time wasted at the beginning of their contracts. Nothing burdens an organization quite like a lack of proper transition. This is especially true when considering that we are all full-time undergraduate students who likely have little or no applicable experience acting as a supervisor to peers their own age.
Difficulties:	<p>The winter term may also be online, which will make scheduling transition meetings slightly harder. This time of the year is also notoriously chaotic because many executives and volunteers are studying, graduating, completing a thesis, or simply leaving their role with SHEC. It also tends to be generally more difficult to motivate an outgoing executive to do all of this if they applied to return to the executive team and were not offered a role.</p> <p>Multiple of the current executive team members also did not receive transition reports, or any sort of conversation with the previous executives, due to the quick turnover this year. This means that we will not have a very strong template for facilitating this transition for the next cohort.</p>
Partners:	<p>EOHSS – Meeting ‘event’ approvals            VP Administration – Guidance and report collection            Outgoing Executive Team – Complete transition reports and calls            Incoming Executive Team – Participate in transition meetings</p>
<b>Service Goal/Objective</b>	<b>Exam-Time Peer Support: Each volunteer will sign-up for three hours (in total) over the span of the exam period.</b>
Why:	Many other services stop running during exams, however, SHEC often sees an influx of visitors around this time for both peer support and free material resources! Whether they're stocking up before the summer or coping with increased stress, it is important that SHEC remains available to students during this time.
Difficulties:	Volunteers often forget to sign-up for or to attend their exam shifts which can lead to having to temporarily close the space (or suspend warmline operations) with little notice. These unexpected closures add even more stress onto space visitors who often plan their visits around their busy schedules.

Partners:	Volunteer Coordinator – Arrange schedule & shifts reminders Promotions Coordinator – Advertise change in operation hours
<b>Service Goal/Objective</b>	<b>Year-End Socials: Host a volunteer and executive social event to celebrate the end of the academic year!</b>
Why:	To celebrate all that we have accomplished this year, thank everyone for their hard work, unpack some of the iffy situations we ran into (while maintaining confidentiality), and give a big SHEC welcome to the incoming executive team! Maybe we'll even create a yearbook too!
Difficulties:	As the end of the year approaches, collecting survey responses gets increasingly difficult. Thus, the executives are often left to decide on options that are fun but won't add extra stress onto the volunteers during exam season.  There were cuts made to the volunteer appreciation budget line this year, which will limit our options. This will mainly be a challenge if the second semester is held in-person instead of online.
Partners:	EOHSS – Event approvals Volunteer Coordinator – Organizing the volunteer social Entire Executive Team – Participate in end of the year socials PSVs – Survey for preferred social event options & year-end feedback
<b>Personal Goal</b>	<b>Make sure that the next PTM has a relatively easier year ahead of them (with less uncertainty) by providing comprehensive resources to refer to throughout the next year and an open line of communication!</b>

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### Long-term planning

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<b>Overarching Vision</b>	<b><i>Find a more discrete and dynamic location on-campus for the MSU's Student Health Education Centre (SHEC)</i></b>
Description	The centre is specifically looking for a location that a) has private access to an accessible single-user washroom, b) more storage room for our essential resources, c) more ergonomic lighting solutions, and d) an additional or larger side room.  Proposed locations should preferably be within the original MUSC building or the new Student Activity Building to maintain

	<p>good foot-traffic for the service. Proximity to the SWC should also be considered when choosing a new location, as the SHEC regularly refers individuals to the SWC.</p>
Benefits	<p>Increase anonymity and confidentiality; provide more space for supply storage; and creating a more welcoming environment for our space visitors.</p> <p><u>Bonus:</u> Additional side rooms for concurrent peer support sessions, pregnancy testing, parenting space use, etc. Allow for the introduction of a designated (soundproofed) room for MSU students to privately access online counselling services – preferably through the Student Assistance Plan, which offers various forms of counselling in 187 languages and students already pay into it!</p>
Year 1 Goals	<p>Discuss possible spaces on campus where SHEC could relocate with the appropriate campus partners.</p>
Year 2 Goals	<p>Relocate SHEC to a new space on campus that addresses all or most of our service’s needs.</p>
Year 3 Goals	<p>Soundproofing each of the side rooms for confidentiality reasons. This is a more accessible alternative to noise cancellation devices, which add more stimuli to the space and thus run the potential of overwhelming space visitors or assistive devices that are sensitive to auditory stimuli.</p>
Partners	<p>Space allocation committee – Discuss a new space  Facility services – Relocation of the service  Procurement services – Soundproofing material</p>

**What you want to do/accomplish:**

1. Create a ***volunteer training manual*** for the 2020 - 2021 SHEC peer support volunteers.

Goals: To better assist volunteers as they provide peer support in a new virtual setting with an on-hands resource directory, minimize burnout from information overload during group training, and empowering volunteers to enter into each peer support session with more confidence.

Considerations: This will be costly (both in terms of time and money), however the investment should “pay off”.

2. Offer **free essential resources** and supplies to McMaster undergraduate students across the province.

Goals: To continue engaging in wealth redistribution efforts that provide students with free safe(r) sex, harm reduction, and personal health supplies. Our continued efforts are particularly important over this next year, as physical distancing and the pandemic have created an increasingly unstable job market that forces those from lower socioeconomic backgrounds into dangerous work for the sake of meeting the high cost of living in Ontario.

Considerations: This will be costly, time-consuming, and exposes involved individuals to various safety risks. For many reasons, not enough volunteers may be interested in helping with these efforts. Moreover, if we choose to facilitate safe pick-up or free market events, these would be limited to only the areas surrounding where involved volunteers are living during the upcoming school year.

3. Use the unique position of power that SHEC holds, as an organization, and use that influence to further promote **community equity-seeking initiatives**.

Goals: To advocate for and, where possible, implement tangible change that focus on the value of equity within the communities we live. SHEC already aims to centre and amplify the voices of folks with various lived experiences of marginalization or oppression (to better understand our motivations for doing this, we encourage interested individuals to read [this e-book](#) of James Charlton’s ‘*Nothing about us without us*’). We recognize that now is the time to show up for our community and seek meaningful change beyond the walls of our safe(r) space in MUSC 202.

Considerations:

Asking marginalized folks to do all or even most of the work associated with their own liberation (i.e. educating, organizing, and supporting each other) without paying them for this work is inherently violent. Moreover, many institutions, including our own, try to hide their complicity behind performative actions or changes that promote *equality* over equity.

## **General Timeline**

<b>May</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>€ Intake calls &amp; transition period</li> <li>€ On-going SHEC executive training</li> <li>€ Online PSV hiring</li> <li>€ Year planning</li> </ul>
	<p><b><i>The services coordinator (“SC”) + the volunteer coordinator (“VC”):</i></b></p> <ul style="list-style-type: none"> <li>€ Training manual brainstorming</li> <li>€ Virtual warmline brainstorming</li> <li>€ Supply distribution brainstorming</li> </ul>
	<p><b><i>The research &amp; advocacy co-coordinators (“RAC”)</i></b></p> <ul style="list-style-type: none"> <li>• Ramadan Mubarak miniature-campaign (Instagram + Facebook)</li> </ul>
<b>June</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>€ Finalizing hiring of upper-year volunteers (new &amp; returning) <ul style="list-style-type: none"> <li>∅ Interviews for several returner applicants</li> <li>∅ Emailing official position offers</li> </ul> </li> <li>€ Refining our year plans <ul style="list-style-type: none"> <li>∅ Focusing on budget allocation and time frames</li> </ul> </li> <li>€ Updating the SHEC Operating Policy <ul style="list-style-type: none"> <li>∅ For review during the July SRA meeting (#2)</li> </ul> </li> <li>€ On-going SHEC executive training</li> <li>€ Individual check-ins with the executive team members</li> </ul>
	<p><b><i>VC + SC:</i></b></p> <ul style="list-style-type: none"> <li>€ 1<sup>st</sup> PSV Comfort &amp; Involvement level survey (late June)</li> <li>€ Continue training/volunteer manual planning</li> <li>€ Supply distribution logistics planning <ul style="list-style-type: none"> <li>∅ Safety, funds/sponsorships, procedures, areas served</li> </ul> </li> </ul>
	<p><b><i>The promotions coordinator (“PC”) + SC:</i></b></p> <ul style="list-style-type: none"> <li>€ Organizing the SHEC Instagram account</li> <li>€ Letters of Support project with SVPRO <ul style="list-style-type: none"> <li>∅ Peer support services (excl. Diversity services)</li> </ul> </li> <li>€ Finalizing sponsorships for tablet(s)</li> </ul>

	<p><b>SC:</b></p> <ul style="list-style-type: none"> <li>• Organizing the SHEC space and taking inventory of our supplies <ul style="list-style-type: none"> <li>○ Rearranged, decluttered, and grabbed extra promotional apparel to send to executives</li> </ul> </li> <li>• Contacting several suppliers for updated pricing and estimates</li> <li>• WWSTAPC meetings begin</li> <li>• Ship executive members their SHEC apparel</li> </ul>
<b>July</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>⊘ Warmline software demonstrations <ul style="list-style-type: none"> <li>○ Might partner with other peer support services, as well as several officials within the MSU office (I.e. AVP Services)</li> </ul> </li> <li>⊘ Discuss Naloxone distribution logistics/ feasibility <ul style="list-style-type: none"> <li>○ All supplies and insurance will be covered by Hamilton Public Health</li> <li>○ Partner with Hamilton Public Health + VP Administration</li> </ul> </li> <li>⊘ Further develop strategy for The Silhouette</li> <li>⊘ Executive social event #1</li> </ul> <p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>• <u>New</u> volunteer book procurement program <ul style="list-style-type: none"> <li>○ Buying gently used books from volunteers and offering the chance to assess some of our existing books for a premium (\$5-15 electronic gift-card each)</li> </ul> </li> <li>• Reference library purchases</li> <li>• Begin updating resource library on MSU website</li> </ul> <p><b>PC + SC:</b></p> <ul style="list-style-type: none"> <li>⊘ Review the effectiveness of the transition period <ul style="list-style-type: none"> <li>○ Decide whether to keep former PC (&amp; current RAC) as an administrator on the SHEC social platforms</li> </ul> </li> <li>⊘ Updating SHEC's online platforms <ul style="list-style-type: none"> <li>○ SHEC Reads webpage</li> <li>○ Resources 'highlight' section on Insta</li> <li>○ Updating directory managers (Okanagan, SWC, 211, etc.)</li> </ul> </li> <li>⊘ Letters of Support project with SVPRO <ul style="list-style-type: none"> <li>○ Peer support services (excl. Diversity services)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>€ Plan out promotional video for fall hiring</li> </ul>
	<p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>• PSV training development</li> <li>• Warmline logistics development</li> <li>• Look into free shift management software</li> </ul>
	<p><b>SC:</b></p> <ul style="list-style-type: none"> <li>• Order various health supplies (l.e. hCG strips, condoms, etc.)</li> <li>• Contact Public Health to discuss their wishes around SHEC’s status as certified Naloxone distributors this year</li> </ul>
	<p><b>The events &amp; programming co-coordinators (“EPC”) + PC:</b></p> <ul style="list-style-type: none"> <li>• Horizons’ Wellness Webinar on July 2<sup>nd</sup></li> <li>• SSC’s Student Services Online Fair on July 20<sup>th</sup></li> <li>• Plan out promotions strategies for Eva Bloom’s speak</li> </ul>
<b>August</b>	<p><b>The entire executive team:</b></p> <ul style="list-style-type: none"> <li>● First-year and transfer student PSV promotions <ul style="list-style-type: none"> <li>○ Applications set to open on August 27<sup>th</sup> for 2 weeks</li> </ul> </li> <li>● Film &amp; edit online hiring video featuring execs/returners</li> <li>● Individual check-ins with the executive team members</li> </ul>
	<p><b>PC + VC + SC:</b></p> <ul style="list-style-type: none"> <li>• Placing promotional/ volunteer appreciation item(s) order x ~125</li> <li>• Promotions for hiring online <ul style="list-style-type: none"> <li>○ Post online hiring videos</li> </ul> </li> <li>• Order warmline promotional materials</li> <li>• Seeking sponsorships/donations for supply distribution efforts during campus closures</li> </ul>
	<p><b>EPC + RAC:</b></p> <ul style="list-style-type: none"> <li>• Develop expectations and clear procedures for committee members</li> <li>• Brainstorm creative ways to retain engagement</li> </ul>

	<ul style="list-style-type: none"> <li>• Assess the accessibility features and failings of various platforms for hosting committee communications (i.e. Microsoft teams, Facebook groups, etc.)</li> <li>• Modify year plans, where necessary</li> </ul> <p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>• Finalize PSV training manual/ resources</li> <li>• Contact external consultants about providing peer support via a warmline versus in-person</li> <li>• Develop clear safety measures and support resources for volunteers to make informed decisions about their involvement</li> <li>• Develop online survey</li> </ul> <p><b>EPC:</b></p> <ul style="list-style-type: none"> <li>• Plan and implement SHEC presence and relevant events during Welcome Week</li> <li>• Reach out to Eva Bloom to finalize the October event, themes, and any reimbursement necessary</li> </ul>
<p><b>September</b></p>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>€ Complete PSV hiring <ul style="list-style-type: none"> <li>∅ Applications set to close September 10<sup>th</sup> (after 2 weeks)</li> <li>∅ Applicant screening September 11<sup>th</sup> - 13<sup>th</sup></li> <li>∅ Interviews x 30ish September 14<sup>th</sup> – 16<sup>th</sup></li> </ul> </li> <li>€ Online training for all PSVs <ul style="list-style-type: none"> <li>∅ Tentatively September 19<sup>th</sup> – 26<sup>th</sup></li> </ul> </li> </ul> <p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>€ 2<sup>nd</sup> PSV Comfort &amp; Involvement level survey</li> <li>€ Set Operation Hours for the fall term</li> <li>€ Create volunteer pods <ul style="list-style-type: none"> <li>∅ Pods are small sub-groups of PSVs, formed so that volunteers can easily seek support from their peers or ask the pod's executive member a quick question</li> </ul> </li> </ul>

	<p><b>EPC + SC + VC:</b></p> <ul style="list-style-type: none"> <li>• Initiate a <i>Supply Packaging &amp; Distribution</i> subcommittee</li> </ul>
	<p><b>RAC + EPC:</b></p> <ul style="list-style-type: none"> <li>• Starting up their online committees <ul style="list-style-type: none"> <li>○ Open call to entire volunteer team for participants</li> <li>○ Survey interested participants for suitable formats</li> </ul> </li> </ul>
	<p><b>PC + SC:</b></p> <ul style="list-style-type: none"> <li>• Promote online PSV application period</li> </ul>
October	<p><b>The entire executive team:</b></p> <ul style="list-style-type: none"> <li>€ Online pod social events</li> <li>€ Individual check-ins with the executive team members</li> </ul>
	<p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>• Check-in with committees &amp; problem-solve any issues</li> <li>• Ask absentee committee members to switch to more hours volunteering through the warmline</li> <li>• Work on Healthy Relationships campaign <ul style="list-style-type: none"> <li>○ Emphasis on how to foster and maintain relationships during the pandemic</li> </ul> </li> </ul>
	<p><b>EPC:</b></p> <ul style="list-style-type: none"> <li>• Check-in with committees &amp; problem-solve any issues</li> <li>• Ask absentee committee members to switch to more hours volunteering through the warmline</li> <li>• Online guest speaker event with Eva Bloom targeted date of late September <ul style="list-style-type: none"> <li>○ Topics include sexual &amp; reproductive wellness and healthy relationship during physical distancing</li> </ul> </li> </ul>
	<p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>€ Act as references for graduate school applications</li> </ul>
	<p><b>PC + SC:</b></p>

	<ul style="list-style-type: none"> <li>€ Assess the need for a warmline promotional video</li> <li>€ On-campus large format promo (MUSC big screen &amp; window)</li> </ul>
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<b>November</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>• On-going executive training</li> </ul>
	<p><b><i>RAC:</i></b></p> <ul style="list-style-type: none"> <li>• Release of "Healthy Relationships" campaign</li> <li>• Work on "Dismantling the Idea of Pandemic Productivity" campaign <ul style="list-style-type: none"> <li>○ Unpack the construct of productivity and the toxic idea that working from home means you should be more productive</li> </ul> </li> </ul>
	<p><b><i>EPC:</i></b></p> <ul style="list-style-type: none"> <li>• Organize and prepare for SHEC Cares <ul style="list-style-type: none"> <li>○ Order supplies (if applicable)</li> </ul> </li> <li>• Interactive healthy cooking tutorials hosted by executive members</li> </ul>
	<p><b><i>PC + SC:</i></b></p> <ul style="list-style-type: none"> <li>• Order SHEC branded promotional items (I.e. bike lights!)</li> </ul>
<b>December</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>€ Online volunteer social event</li> <li>€ Individual check-ins with the executive team members</li> <li>€ Review SHEC job descriptions and operating policy for recommended updates</li> </ul>
	<p><b><i>EPC:</i></b></p> <ul style="list-style-type: none"> <li>• SHEC Cares alternate exam care programming</li> </ul>
	<p><b><i>RAC:</i></b></p> <ul style="list-style-type: none"> <li>• Launch "Productivity" campaign, ideally alongside SHEC Cares programming</li> <li>• Begin miniature Harm Reduction campaign</li> </ul>

	<ul style="list-style-type: none"> <li>○ Focus on information and resources that are available during physical distancing</li> </ul>
	<p><b>VC:</b></p> <ul style="list-style-type: none"> <li>● Reduce operation hours for exam season</li> <li>● Send shift reminders for exam schedule?</li> <li>● Set Operation Hours for the winter term</li> </ul>
	<p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>● Plan winter training session</li> </ul>
<b>January</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>● Begin brainstorming for transition reports</li> <li>● Winter training session &amp; refreshers – likely January 16<sup>th</sup></li> </ul>
	<p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>● Confirm new shift schedule for the second term</li> </ul>
	<p><b>RAC + EPC:</b></p> <ul style="list-style-type: none"> <li>● Restart their online committees <ul style="list-style-type: none"> <li>○ Open call to the entire volunteer team for the new term</li> <li>○ Survey interested participants for suitable formats</li> </ul> </li> </ul>
	<p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>● Potential release of miniature Harm Reduction campaign</li> </ul>
<b>February</b>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>● Begin planning and writing transition reports</li> <li>€ Begin executive hiring for the 2021 – 2022 academic year</li> <li>€ Individual check-ins with the executive team members</li> </ul>
	<p><b>RAC + EPC:</b></p> <ul style="list-style-type: none"> <li>● Check-in with committees &amp; problem-solve any issues</li> </ul>

	<ul style="list-style-type: none"> <li>• Ask absentee committee members to switch to more hours volunteering through the warmline</li> </ul>
	<p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>• Release Infectious Diseases and Xenophobia campaign <ul style="list-style-type: none"> <li>○ History of infectious diseases and the resulting xenophobia towards certain marginalized groups that occurs</li> </ul> </li> </ul>
	<p><b>EPC:</b></p> <ul style="list-style-type: none"> <li>• Bob Ross Paint Night <ul style="list-style-type: none"> <li>○ Held in-person or alternative programming will be arranged</li> </ul> </li> </ul>
	<p><b>PC:</b></p> <ul style="list-style-type: none"> <li>• Promote executive team hiring</li> </ul>
<p><b>March</b></p>	<p><b><i>The entire executive team:</i></b></p> <ul style="list-style-type: none"> <li>● Writing transition reports</li> <li>● PSV hiring for the 2021 – 2022 academic year</li> <li>● Write thank you cards to volunteers</li> <li>● Year-end pod socials</li> </ul>
	<p><b>VC + SC:</b></p> <ul style="list-style-type: none"> <li>• Write letters of recommendation for interested volunteers</li> </ul>
	<p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>• Release Food for Thought campaign <ul style="list-style-type: none"> <li>○ Proposed collaboration with the FCC</li> <li>○ Unpack harmful norms that are often perpetuated around the relationship between food and health</li> </ul> </li> <li>• Write letters of recommendation for interested committee members</li> </ul>
	<p><b>EPC:</b></p> <ul style="list-style-type: none"> <li>• Possible SHEC Week programming</li> <li>• Prepare for SHEC Care Packages</li> <li>• Healthy movements video</li> </ul>

	<ul style="list-style-type: none"> <li>○ Some form of body movement that promotes mindfulness and relaxation rather than fitness goals (l.e. yoga, meditation, etc.)</li> <li>● Write letters of recommendation for interested committee members</li> </ul>
<p><b>April</b></p>	<p><b>PC:</b></p> <ul style="list-style-type: none"> <li>● Promote PSV hiring</li> </ul>
	<p><b>The entire executive team:</b></p> <ul style="list-style-type: none"> <li>● Complete transition meetings (x 1-3 per position)</li> <li>● Year-end volunteer social</li> <li>● Year-end executive social</li> </ul>
	<p><b>VC:</b></p> <ul style="list-style-type: none"> <li>● Reduce operation hours for exam season</li> <li>● Send shift reminders for exam schedule</li> </ul>
	<p><b>RAC:</b></p> <ul style="list-style-type: none"> <li>● Release Health, Equity, and the Environment campaign <ul style="list-style-type: none"> <li>○ Explore the connection between environmental injustices and health outcomes</li> <li>○ Building on research compiled by the previous research &amp; advocacy committee</li> </ul> </li> <li>● Release final feedback forms for committee</li> </ul>
<p><b>EPC:</b></p> <ul style="list-style-type: none"> <li>● SHEC Cares alternate exam care programming</li> <li>● Release final feedback forms for committee</li> </ul>	