

YEAR PLAN
MSU President
Giancarlo Da-Ré
2020-2021
(submitted July 7th, 2020)



OFFICE OF THE PRESIDENT
INTRODUCTION

Dear Members of the Assembly,

This year as President of the MSU, my focus revolves around 11 core concepts:

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- 1. Campus Infrastructure**
 - 2. Financial Aid**
 - 3. Accessible Academics**
 - 4. Mental Health Support**
 - 5. International Student Support**
 - 6. Student Safety**
 - 7. Training**
 - 8. Environmental Sustainability**
 - 9. Ombuds Support**
 - 10. Front-Facing Communication**
 - 11. Internal MSU**
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Each core concept contains a number of objectives that I will be working to complete, or in some cases make strong progress towards, over the course of my term.

All of these core concepts revolve around themes that are not new to the student body. Students and representatives have been working for years towards positive change in all of these core concepts, and any progress that happens under my leadership will be the result of foundational work done by individuals who have been here before me. I owe all of my work to them and to the students of McMaster who have continued to vocalize on these issues, and who ultimately voted me into this position. This document outlines the work that I plan to do this year related to each core concept and should act as a mechanism for my own accountability throughout the year.

Much of the progress that I hope to make over the course of my term as President relies on information that I am continually exposed to surrounding the changing and complex operations of the McMaster community. While much of this helpful information is public, it can be difficult to find for students who are not exposed to this work on daily basis. I will periodically be providing comprehensive reports to the SRA on the progress of my work, but I encourage anyone who is interested in learning more about any of these core concepts, (or others), to reach out.

My goal is not only to make progress on these objectives, but to share any information that I accumulate with students and future leaders so that the work can continue. I also recognize that this is a year of unknowns, and while I have taken the past two months to create this comprehensive year plan, I anticipate priorities shifting as the year goes on. Nonetheless, I look forward to working diligently on all of these projects and advocacy priorities.

Thank you,

A handwritten signature in black ink, appearing to read 'G. Da-Ré', with a stylized flourish at the end.

Giancarlo Da-Ré
MSU President & CEO

GOALS

Campus Infrastructure

Objective 1	<i>Third Floor Feasibility Study</i>
Description	MUSC is our main student space on campus, with students utilizing the space 24/7. There have been very few large renovations over the past 20 years that MUSC has existed, and we need a feasibility study of the third floor to identify options for how we can better utilize the space for student needs. The third floor is well used currently, but students need more workspace and bookable rooms and it will be helpful to have a study done that provides options for future changes. Diversity Services has also been in dire need of a physical space where they can have peer support sessions for a long time, and so that will be something we prioritize in this feasibility study.
Benefits	<ul style="list-style-type: none"> • Increased use of space by students by potentially improving study spaces, increased bookable rooms for clubs and student groups and increased storage for facilities and Hospitality Services. • Physical space for MSU Services that have not previously had a space that meets their needs.
Difficulties	<ul style="list-style-type: none"> • Cost is the only difficulty with this project.
Long-term implications	<ul style="list-style-type: none"> • More useable student space that reflects the needs of current and future students. • Physical space to meet the needs of MSU Services lacking physical space.
How?	This has already been approved by MUSC Board of Management, so all that is left to do is move forward with priorities and hiring someone to complete the study. We can accomplish this feasibility study during the Fall 2020 term since there will be fewer students on campus. After the feasibility study is complete, we will have recommendations to review, and can create next steps for future leadership to take on.
Partners	VP Finance, MUSC Manager

Objective 2	<i>MUSC 3rd Floor Enclosure</i>
Description	<p>MUSC was built when McMaster housed 7000 students. With an increase to over 25,000 undergraduate students, we constantly find ourselves in need of more space.</p> <p>We will revitalize MUSC through the addition of the MUSC Student Lounge. Through renovating and enclosing the 3rd floor terrace, we will create a lounge space ideal for students who need a place to sit, study, and hang out at any time of day</p>
Benefits	<ul style="list-style-type: none"> • Additional space for students, more place to sit, study, eat that have are well lit and sunny. This space goes largely unused currently, and as space on campus is limited it is creating a new usable space for students at a lower cost and shorter timeline than starting from scratch. • Some of the goals for this will be a mixed type of seating to allow for group work and individual work, meeting rooms/board rooms to allow for more bookable space, large windows for natural lighting, and more power outlets for students to use.
Difficulties	<ul style="list-style-type: none"> • I am continuing this project from last year, and timelines can be difficult as it is important that the project does not impede the student experience and provide a hindrance for students. • As this is not currently a space used by students it will be less of an issue, but on-going construction and noise can be a nuisance. Additionally, budget is a challenge as it is a costly capital investment in the building.
Long-term implications	<ul style="list-style-type: none"> • A new student space that will benefit students for many years to come.
How?	<p>We will utilize the MSU MUSC surplus fund, which is an ancillary fee that is specifically to be allocated towards maintenance and improvements to MUSC. We will also utilize funds from SLEF and will be looking for other investments from groups such as student affairs, alumni, President’s office, and other university groups. We first need to complete the third-floor feasibility study and then can secure quotes and funding.</p>
Partners	<p>VP Finance, General Manager, MUSC Director, SLEF, MUSC BoM, Facility services, other funders</p>

Objective 3	<i>MUSC Accessibility Audit Implementation of Recommendations</i>
Description	<p>A comprehensive Accessibility Audit of MUSC was completed by Sterling Frazer Associates within the last year to evaluate the level of accessibility for individuals in MUSC as they interact with various services and spaces within the building. Findings of the audit have been compared with updated Ontario Building Code and Accessibility for Ontarians with Disabilities Act – Integrated Accessibility Standards Regulation, Design of Public Spaces. While these two documents form legal requirements for accessibility in Ontario, under current legislation, existing facilities are not required to pro-actively modify built environments to meet new standards. The audit also uses a third document, the Facility Accessibility Design Standards, as a supplement to the legal documents listed earlier as suggestions for standards that have been accepted across Canada in meeting accessibility needs of people. While the recommendations from this audit are not legally required under current legislation, they are important to consider and implement in our commitment improving accessibility of spaces and environments on campus.</p>
Benefits	<ul style="list-style-type: none"> • Having a professional group comb through the MUSC environment to produce a list of concerns and recommendations as to how we can create more accessible spaces or features in MUSC so that everyone can enjoy the MUSC. • The comprehensive list of recommendations will be integral to all future renovations and construction in the MUSC. • Also having a stronger sense of what we can do in the immediate future that will create a more accessible environment for students in the MUSC.
Difficulties	<ul style="list-style-type: none"> • There are lots of small recommendations and we have limited sums of money. • We cannot implement all of the recommendations immediately, but we can work on them every year. • Some recommendations require larger changes than others and may be more expensive than others.
Long-term implications	<ul style="list-style-type: none"> • Having a document to consult and review for all future renovations and construction projects in the MUSC.

	<ul style="list-style-type: none"> By implementing these recommendations, we can continue to create more accessible spaces in a building that is heavily used by students.
How?	We will consult this document whenever we are looking to implement new changes or construction projects in the MUSC, including plans to renovate the third-floor terrace. We will plan to utilize the MSU MUSC surplus fund each year, which is an ancillary fee that is specifically to be allocated towards maintenance and improvements to MUSC.
Partners	VP Finance, General Manager, MUSC Director, MUSC BoM, Facility services, Maccess

Objective 4	<i>Campus Physical Accessibility</i>
Description	Over the past year, the McMaster Accessibility Council saw the completion of a number of campus audits including one for Mills & Thode library, for accessible entrances of all buildings on campus and of all washrooms on campus. This council has a mix of university and student representation, allowing for a diverse set of perspectives to be brought into account. A lot of work has been done over this past year to promote the accessibility of campus and it is absolutely necessary for the MSU to continue supporting and pushing forward this work to ensure student perspective is involved. This coming year, the council will be development the University’s Accessibility Plan (aspirational and compliance-related goals) as part of the EDI strategy out of the Equity & Inclusion office, and there will be progress on the new Barrier Free Standard Committee.
Benefits	<ul style="list-style-type: none"> Developing a plan to reaching a more accessible campus Working with University staff to ensure coordinated efforts and long-term sustainability of efforts
Difficulties	<ul style="list-style-type: none"> There are limited resources in terms of funding toward facility updates, so it is important we have coordinated efforts to identify key priorities on campus There is a lot of work to be done
Long-term implications	<ul style="list-style-type: none"> An in-depth Accessibility Plan for the University will ensure work is being sustained for the future, including plans for future action related to accessibility of our campus.

How?	<p>This is a long-term goal of increasing the physical accessibility of our campus and eventually making campus fully accessible. It's important to acknowledge the individuals on campus who are already doing this work and how we can lend our support. We will work with the McMaster Accessibility Council to outline important next steps that need to be taken in order to reach our accessibility goals. Through this council we will also work with campus partners to develop a long-term campus accessibility plan to allow for a defined commitment to accessibility with metrics for follow through. This work needs to be done in collaborations with our university and MSU partners who have all been doing this accessibility works to allow for a coordinated effort towards making campus for accessible.</p>
Partners	<p>VP Education, AVP EIO, McMaster Accessibility Council, Maccess, Facility Services, Accessibility & Disability Inclusion Programming & Support Coordinator</p>

Financial Aid

Objective 5	<i>Advocating for Extension of CESB</i>
Description	The Canada Emergency Student Benefit (CESB) was introduced by the federal government to provide financial support to postsecondary students who are unable to find work during COVID-19. This benefit is specifically for students who do not qualify for the Canada Emergency Response Benefit (CERB) or Employment Insurance (EI) and is valid from May – August 2020. CESB provides eligible individuals with \$1250/4-week period or \$2000 for 4-week period if you have dependents or a disability. While the government has announced that CERB is being extended by 8 weeks, there has been no announcement to extend CESB. This is an unprecedented time and students need financial aid assistance more than ever. We need to advocate for the extension of the CESB.
Benefits	<ul style="list-style-type: none"> Extended financial aid support for post-secondary students in Canada
Difficulties	<ul style="list-style-type: none"> There is not much time left in the period when CESB is available to students, so we will need to act quickly.
Long-term implications	<ul style="list-style-type: none"> Financial concerns for students extend beyond the 2020 Summer and Fall. Any financial support we can provide students is valuable now and in the future. This is necessary to help students with financial concerns for the immediate year ahead.
How?	This will be done through federal lobbying and utilizing our lobbying resources. Through working with UCRU and the VP Education, we will include this in our federal lobbying efforts during the summer.
Partners	VP Education, UCRU

Objective 6	<i>Advocating for Reduced Fees</i>
Description	In this unprecedented year, the MSU Board of Directors is pushing for reductions in student fees wherever possible. While it is frustrating and disappointing that tuition has not been lowered for domestic or international students, (international tuition continues to increase), we have spent a great deal of time focusing on fee reductions. These costs add up and students pay a significant amount of money for services that they

	<p>either cannot access this year, or that are being adapted for the predominantly online Fall term. These efforts to reduce fees are respective to the MSU fee, Compulsory Ancillary fees and HSR Transit fee.</p>
Benefits	<ul style="list-style-type: none"> • Reductions in fees for students so that there is a lower financial burden on students during the pandemic • Finding a balance to still deliver as many services as possible in the best way possible to students, while not charging students what they traditionally pay for services that are either not able to meet their mandate or are not accessible for students.
Difficulties	<ul style="list-style-type: none"> • We are only one voice on the table for negotiations outside of our own fee. • Depending on the fee we are looking to change, sometimes we have to submit a proposal to City Council or go through multiple committees which can lengthen the process • The MSU will be generating very little revenue over the upcoming year, which means we must strike a balance of reducing our fees as much as possible while still allowing our services to operate and be available for students.
Long-term implications	<ul style="list-style-type: none"> • This is an unprecedented time and students will not have to pay as much in fees as they usually have in past years. This is one part of our strategy to support students during the pandemic. • We are understanding how fees can be reduced in the future should a future unprecedented year have to consider something similar. • We are working with many partners to accomplish these fee reductions, and in part are building long-term partnerships that will be beneficial to both sides in the future.
How?	<p>Through the Student Services Advisory Committee, we are working to reduce ancillary fees for this year. We are also in the final stages of our own fee reduction, so students are paying less to the MSU. Later in the year we will also be re-evaluating our financial situation to see if it is possible to rebate students back more money than we are currently saving them through our fee reduction. We are also in weekly HSR transit pass negotiations with representatives from the University and the City for the upcoming year. This should be finalized and communicated to students near the end of July/early</p>

	<p>August. Our Board will also be reviewing the Compulsory Ancillary Fee agreement that we have with the University and will be focusing efforts on ensuring our SSAC subcommittees are effective in their reviews of the Student Affairs fee over this unprecedented year.</p>
Partners	<p>VP Finance, General Manager, VP Administration, Dean of Students, SSAC, Fees Committee, City Transit Representatives</p>

Objective 7	<p><i>Advocating for Capped International Student Tuition Increases</i></p>
Description	<p>While domestic tuition remains frozen under the current Government of Ontario, international tuition continues to increase at large numbers. As can be found under the June 4th Board of Governors Meeting Materials on the University Secretariat website, not only does the University plan to increase international student tuition over the next few years – they plan to increase the percent that international student tuition is increasing depending on the level. In “<i>Table B: International Student Tuition Phase-In</i>”, level 1 student tuition will increase by 10%/year until the 2022-23 year, level 2 will increase by 6%/year until the 2022-23 year, level 3 will increase by 4% this year and then 6% in following years until 2022-23, and level 4 will increase by 4% this year and next before increasing by 6% for the 2022-23 year. It can also be seen on page 320/364 that some programs increase by more than this amount; international student tuition for Computer Science students in the Faculty of Engineering will pay increases of 20.93-27.91% depending on their level during the 2020-21 Academic Year. As another example, B. HSc. Level 1 students pay 25% increased tuition this year. The fact that these increases are also happening during a pandemic for a year that is predominantly online, necessitates that there must be a cap on the percentage for which international student tuition can increase by.</p>
Benefits	<ul style="list-style-type: none"> • Preventing international students from paying astronomical increases in what is already high tuition. (some international students will pay between \$50k - \$60k for this year alone. International McMaster medical students pay \$95k)
Difficulties	<ul style="list-style-type: none"> • The University has very little financial relief from the current Government of Ontario, which makes it difficult to advocate for lower international student tuition.

	<ul style="list-style-type: none"> • The current provincial government has not shown much interest in further supporting either international students financially or universities in Ontario through increased financial relief. (There is actually a head tax of \$750 on every international student that goes back to the Government of Ontario each year) • International student tuition can increase by different amounts depending on the Faculty, ultimately making these faculty-specific decisions. The only Faculty that will be freezing international student tuition this year is the Faculty of Business.
Long-term implications	<ul style="list-style-type: none"> • Prevents international students from paying astronomical amounts in tuition • Regulates the amount by which international student tuition can increase by
How?	I will ultimately work with the VP Education to push this objective forward. On campus, we will work with the Faculty Societies and Student Representative Assembly to help everyone understand the process and to assist with advocacy tools for a coordinated effort. At a provincial level, we will continue to work with OUSA to advocate to the Government of Ontario for a cap on international student tuition increases.
Partners	Faculty Societies, SRA, VP Education, OUSA

Objective 8	<i>Financial Aid Education</i>
Description	During such an unprecedented year, on top of advocating for increased financial aid, our Board is also directing efforts towards ways we can help students be aware of financial aid options available to them. I had originally planned to host financial aid education and application events with the VP Finance in The Grind, but like all other plans this year, this platform point has been adapted for implementation during a predominantly online term. It will be important not only for students to be aware of deadlines for grant and scholarship applications, but also how to apply for federal financial aid.
Benefits	<ul style="list-style-type: none"> • Increased awareness of financial aid options available to students will allow for more students to access financial aid

Difficulties	<ul style="list-style-type: none"> • With the predominantly online Fall term, we will be limited to our social media reach.
Long-term implications	<ul style="list-style-type: none"> • Students will be aware of deadlines for applications for future • Students can plan their future with knowledge of available financial aid options
How?	<p>We will primarily work with the Communications Team to produce campaigns and infographics that will help students learn of the various financial aid options available to them. We will also be working with the Financial Aid Office to ensure we are promoting correct deadlines for applications and we will work with SRA and Faculty Societies to expand our outreach. If the Winter 2020 term is in person, we will explore the feasibility and effectiveness of hosting an in-person Financial Aid applications workshop in collaboration with the Financial Aid Office.</p>
Partners	<p>VP Finance, VP Education, Communications Team, SRA, Faculty Societies, Financial Aid Office</p>

Accessible Academics

Objective 9	<i>Re-Examining Exams</i>
Description	<p>This is a continuing priority from last years board. The current exam policy states that students can report issues to the Registrar’s Office if they encounter scheduling difficulties, and who wish to have an examination rescheduled. These difficulties are defined as “more than one examination scheduled at the same time”, “three examinations in one calendar day” and “three consecutive examinations over two days”. A long-term goal is to alter issues in the initial exam scheduling, provide an alert on exam timetables if there is a conflict and standardize conflict resolution of exam scheduling. In the interim we are working to revise the exam policy to extend the 24-hour period for multiple exam scheduling to 36 hours. Our current exam structure puts undue stress and hardship on students, creating an environment which is not conducive to thriving in university. This is also an unprecedented year and students will be experiencing a number of increased difficulties. Along with this we will also work to create an additional deferred examination period at the end of exams. This would give students the option to write their deferred exam at the end of the current exam period or during the traditional deferred examination period.</p>
Benefits	<ul style="list-style-type: none"> - Relieves stress during exams - Allows student adequate time to prepare during the exam period - Prevent undue hardship on those who have to defer exams - Gives students more options and more opportunities to succeed during the examination period
Difficulties	<ul style="list-style-type: none"> - Similar to previous years there are multiple stakeholders involved in this change - Requires more resources for our already growing student body - Exam space is already at capacity - Staff are already at capacity
Long-term implications	<ul style="list-style-type: none"> - This is an initial step in working towards tangible change in societies flawed way of testing students - Allow for the success of our students and helps to remove current barriers to success
How?	<p>The change in one calendar day from 24 to 36 hours would ultimately be a change in the Undergraduate Examinations Policy which has to go to Senate for approval. While this can be challenging, these conversations will</p>

	begin with the Dean of Students. We can also explore the option of including an additional part-time student staff to ensure we are mitigating scheduling conflicts in our University budget submission. This will also include advocating with the VP Education towards to provost council and working with university staff to understand their priorities during an unprecedented year and how our goals shape and help work towards our common priorities. It must be recognized that this is an unprecedented year and students' mental health must be recognized as equally important to their physical health.
Partners	VP Education, Office of the Registrar, Dean of Students

Objective 10	<i>Access to Technology & Internet</i>
Description	With a predominantly online Fall term, there are major concerns with regard to differential access to both internet and technology. It will be necessary for these concerns to be incorporated into the planning of fall term course delivery, especially after the University has said on multiple occasions that quality of education will not be lowered due to an online term. The University needs to prioritize students who are living in rural or other locations with poor internet connection, and students who do not have access to necessary technology that is required for online courses.
Benefits	<ul style="list-style-type: none"> Differential access to technology or internet is a barrier to academic learning for students during an online term, and these barriers need to be addressed by the University
Difficulties	<ul style="list-style-type: none"> How to improve internet connection in various locations of students Students have different needs depending on the courses they are enrolled in; multiple solutions may be required
Long-term implications	<ul style="list-style-type: none"> Working to see that these barriers do not negatively affect academics of students after the University made the decision to hold an almost entirely online fall term
How?	I will primarily be working with the VP Education on this objective. We will be working with the CTO for McMaster to identify what options are available to improving the internet connection of students who do not have great access to internet. We will also be working closely with the Vice-Provost (Faculty) to see how these barriers are addressed in the

	planning of online course delivery by instructors. I will also have ongoing conversations with the Dean of Students related to these barriers.
Partners	VP Education, Acting Vice-Provost (Faculty), Chief Technology Officer, Dean of Students

Objective 11	<i>Long-Term Course Accessibility</i>
Description	For an institution that is highly regarded in teaching and learning, there is a lot of work to be done to address longstanding issues that students have with their academic experience. I currently sit on the Teaching & Learning Strategy Steering Committee that is working on the next long-term strategy for Teaching & Learning at McMaster. This project is being spearheaded by the Vice-Provost (Faculty) and Director of the MacPherson Institute. The MSU must work to ensure that the student voice is at the table to speak about much needed changes to the Teaching & Learning Strategy at McMaster as it relates to decolonization of course material, digital fluency of instructors, re-evaluation of assessment styles, traditional program structures not fitting the needs of students, the redevelopment of course evaluations and increases to experiential, interdisciplinary and transdisciplinary program and course offerings, amongst others.
Benefits	<ul style="list-style-type: none"> • This means students will no longer have to work within a “one-size fits all” mechanism of assessments. • Improving the effectiveness of course evaluation strategies • Improving digital fluency of instructors • Decolonization of program and course material in the long-term • Re-evaluation of traditional program structures that do not fit the needs of students • Increased experiential, interdisciplinary and transdisciplinary program and course offerings • All of these improvements will help establish our institution as one that is for everyone, not just one that only allows a very specific type of individual to thrive.
Difficulties	<ul style="list-style-type: none"> • We are advocating for large-scale change, and in some instances, this is very much reinventing the wheel. This is not an easy or fast process and often times there is not an easy answer.

	<ul style="list-style-type: none"> • Improvements and innovation in the area of teaching and learning will require a long-term commitment. This can be threatened by transitions in leadership or shifts down the road in the plan. • Decolonization of course content is a large and complex process that will require commitment from all faculty staff. • Shifting faculty culture away from just research to both research and teaching and learning will likely result in push back and will take time. • Faculty needs to move beyond simple technological literacy towards digital fluency which allows for adaptation to new technological systems and how they fit situations and needs. • Need for re-designing of classroom learning spaces from traditional designs can be expensive, and flexible designs require much more space which can have an effect on available seating • Interdisciplinary learning can lead to complex scheduling across faculties
Long-term implications	<ul style="list-style-type: none"> • Making our programs and courses more accessible • Better preparing students for the world after graduation • Allowing students to thrive in their assessments • Work toward changing a campus culture that favors certain types of assessments over others
How?	<p>Work through the Teaching & Learning Strategy Steering Committee to provide leadership and oversight to the process from a student’s perspective. The Steering Committee will play a centralized role by providing guidance to the process, input to the strategic plan and ultimately champion the strategic plan. We assisted in coordinating opportunities for student leaders to attend a focus group where they could share their input on Teaching & Learning at McMaster, and voice and concerns or comments on the current progress of the project plan.</p>
Partners	<p>VP Education, Vice-Provost (Faculty), MacPherson Institute, Teaching & Learning Strategy Steering Committee</p>

Mental Health Support

Objective 12	<i>SAP Improvements</i>
Description	<p>The MSU Student Assistance Plan is a free and confidential online platform available to all MSU members and their immediate family members that offers psychological counselling and academic-life services, including legal, financial and nutrition consultation. However, resources are only available during the normal academic year between 8am-8pm with extended hours during exams to 10pm, and many students are unaware of this plan. Students need access to these resources outside of the hours of 8am-8pm beyond just exam time, and we need to improve our promotional strategies for the Student Assistance Plan. There is also an issue that some counsellors in Ontario are unable to accept new clients outside of Canada, introducing a barrier to accessing mental health resources for our international students. This will be essential during a predominantly online term in the Fall when many students cannot access these resources in person.</p>
Benefits	<ul style="list-style-type: none"> • A number of free, confidential resources for MSU members and their immediate family members • Improving our promotional strategies will ensure that students are aware of all of these resources available to them • Allowing students to access these resources outside of the current timeframes will make these resources more accessible for students who are busier in the day, or who wish to access the resources outside the traditional timeframe • International students are facing unique challenges during this pandemic, and we need a solution so that they have access to everything our Student Assistance Plan has to offer. • We have a quick access to our We Speak Student representatives and are able to fix small problems quickly
Difficulties	<ul style="list-style-type: none"> • Expanding the timeframe that counsellors are available may be challenging • Our increased promotional efforts may be limited by social media outreach

	<ul style="list-style-type: none"> • The jurisdiction of practicing counsellors in Ontario may be out of our control, and waiving this rule due to unprecedented times may be challenging
Long-term implications	<ul style="list-style-type: none"> • Once students are aware of the Student Assistance Plan, they will be aware of it for future years as well. • We will be able to compare usage reports of this upcoming year with this last year’s data to determine trends after increases in our promotional strategies • Long-term increased accessibility to mental health resources outside traditional time frames
How?	<p>I will be working closely with the VP Finance on this objective. We have already reviewed usage report data from this past year and met with our We Speak Student representatives to voice current concerns and priorities for the upcoming year. These will be ongoing discussions as they work to expand timeframes that students can access resources and provide updates on jurisdiction of counsellors. We will also be working closely with the Administrative Services Coordinator and Communications team within the MSU to improve our promotional strategy for the upcoming year. This will include utilizing the SRA and Faculty Societies in expanded outreach of our promotions. I will also be utilizing a network of other Canadian Students Union Presidents to gain a better understanding of how this works on their campuses, since we are all facing many of the same issues this year.</p>
Partners	<p>VP Finance, We Speak Student, MSU Administrative Services Coordinator, Communications Team, SRA, Faculty Societies, other Canadian Students Unions</p>

Objective 13	<i>Support During COVID-19</i>
Description	<p>Students experience mental health barriers to their post-secondary education in any given year, and concerns for these barriers have greatly increased with the upcoming online Fall term. This has also been confirmed as a top concern by students through results of a recent survey conducted by the Equity & Inclusion Office. Increased mental health resources has been identified as a priority by many individuals in upper administration, and the MSU needs to hold the University accountable for forward action on this priority. The fact that the upcoming year will be accompanied by increased mental health barriers for students needs to be</p>

	<p>incorporated into the University’s course delivery and other plans. The University also needs to increase racially and culturally diverse mental health resources for students beyond the pandemic, as these resources are already under-funded and greatly needed on our campus.</p>
Benefits	<ul style="list-style-type: none"> • Improved mental health resources for students during the pandemic and afterwards • Consideration of increased mental health barriers in the planning and implementation of online course delivery
Difficulties	<ul style="list-style-type: none"> • Mental health struggles can largely impact a student’s experience not just with academics, but with all aspects of their undergrad • These barriers and struggles will affect different students in different ways, and instructors will need to be aware of this in their teaching and assessment • Many students are now unable to access mental health resources in-person, which causes increased barriers
Long-term implications	<ul style="list-style-type: none"> • Mental health affects all parts of your life, and for students, the effects of poor mental health on academics can be significant. There are also varying degrees of effects on students, and for some students, these effects can be long-term and complex as it relates to their undergraduate journeys • Increased mental health resources for students after the pandemic as well
How?	<p>I will be working closely with the VP Education on this objective since mental health resources touch different corners of campus. I will be working with the VP Education in our communications to the Vice-Provost (Faculty), specifically as to how mental health barriers are being considered in the planning of the Fall online course delivery. The MSAF was originally created during the SARS epidemic of the early 2000s to assist students who could not be physically on campus because of health concerns or sickness. It must be recognized that mental health is as important as physical health, and during a year when productivity is undoubtedly being affected by the pandemic, the University should improve the MSAF option for students. This includes considering a re-adjustment of the number of MSAFs students have available to them in one term as well as the length of time the MSAF option provides students with. I will also be working with the Dean of Students on mental health resources through our ongoing discussions of what can be done in such unprecedented times. Those conversations will be helpful since he</p>

	oversees the SWC and we will be able to discuss gaps in support for students as they roll out a specialized plan for the Fall.
Partners	VP Education, Dean of Students, Vice-Provost (Faculty), Director of SWC

International Student Support

Objective 14	<i>International Student Advisory Committee</i>
Description	In any given year, international students face very unique challenges in post-secondary education at McMaster. Oftentimes, solutions for students are heavily influenced by overrepresentation of domestic student voices and underrepresentation of international student voices. While there are international students in student leadership positions, this is subject to yearly change. We need a long-term plan that can allow for the identification of gaps in international student support and resources that centers the voices and perspectives of students. A couple years ago, a potential solution for this was created with the Student Advisors on Global Engagement (SAGE). However, this group was not formalized and so it disbanded with yearly turnover. In the spirit of this effort, we will create an International Student Advisory Committee with wide representation from across campus. The goal will be that once the group is formalized, students that sit on this committee will receive monetary compensation for their efforts as an incentive to continue long-term interest in the positions.
Benefits	<ul style="list-style-type: none"> • Long-term formalized committee to identify gaps in international student support and resources • Centralized group to identify wide range of concerns and issues faced by international students • Direct communication between the MSU and the committee through MSU representatives on the committee • Monetary compensation for the international students on the committee
Difficulties	<ul style="list-style-type: none"> • An equivalent to this committee does not exist at many Universities across North America, and so we will have limited guidance in forming this committee • To ensure this committee is sustainable, we will need to ensure it is completely formalized this year so that next year it can begin as a full committee

Long-term implications	<ul style="list-style-type: none"> Long-term sustained strategy for identifying gaps in support and resources for international students
How?	<p>I have already been researching equivalent committees at Universities across North America. While there are not many, I have compiled their terms of reference for comparison and guidance as I begin to write one for McMaster. I have also begun discussions with the International Students Coordinator at the Student Success Centre who I will be frequently consulting on this objective. I will work with this individual to identify and apply for funding options. (One option is Okanagan funding) I have also begun reaching out to international students for input and feedback throughout the progress of this objective. I will work with our Administrative Services Coordinator to identify the best way to formalize this committee for long-term sustainability.</p>
Partners	International Students Coordinator, SSC

Objective 15	<i>International Student Support During COVID-19</i>
Description	<p>International students are facing increased challenges during the pandemic. They are often not prioritized in benefits from the federal government and many may not be in Canada during the fall online term. We will need increased advocacy efforts towards the government to prioritize international students still living in Canada for federal benefits, and also to the University to ensure that unique challenges faced by international students outside Canada are being considered for the Fall term course delivery. Specific focuses will be advocating for an extension on the lift of 25/week max working hours for international students during the pandemic and working with University partners to ensure they are considering different time-zones for students in classes when courses are delivered online. This is especially important since the University has announced that quality of education will not decrease with the shift to online course delivery, and with the exception of the Faculty of Business, all international students are still paying increased tuition this year.</p>
Benefits	<ul style="list-style-type: none"> Extended lift on maximum working hours per week for international students still living in Canada Fair access to high quality education, regardless of a student's time zone
Difficulties	<ul style="list-style-type: none"> The Government of Canada has already announced the extension of CERB and has not announced increases to CESB, making their

	<p>commitment to supporting post-secondary students during the pandemic questionable.</p> <ul style="list-style-type: none"> • Current estimates for residence max capacity makes it seem that not all international students will be able to live in residence, meaning there will be different time zones for students in the same class. The University will need to ensure that instructors are preparing for this in high quality online course delivery.
Long-term implications	<ul style="list-style-type: none"> • This objective is specific to support during the COVID-19 pandemic, and so it will be valuable for as long as student safety is threatened by the COVID-19 virus.
How?	<p>I will primarily be working with the VP Education on this advocacy objective. We plan to gain data on international student gaps in resources through a climate survey that is being released during the summer to students. Our advocacy to the University regarding course delivery will be to the Vice-Provost (Faculty) as she is the one who communicates high-level course delivery planning to Faculty deans. We will also be working closely with the Undergraduates of Canadian Research-Intensive Universities (UCRU) to accomplish the federal advocacy aspect of this objective. I have already voiced the advocacy point on extension of the lift on max working hours to the UCRU Board, and it is being worked on by the Advocacy Committee.</p>
Partners	<p>VP Education, Vice-Provost (Faculty), UCRU</p>

Student Safety

Objective 16	<i>Student Safety during the Pandemic</i>
Description	<p>This is a very unprecedented year where the safety of our students and communities are threatened by the COVID-19 pandemic. The University has made decisions to close campus and plan a predominantly online Fall term in the interest of the safety of the community. As the University begins to slowly open up again in different capacities, there are complex coordinated efforts to ensure all decisions are keeping the safety of the community in mind. Return-To-Work meetings allow representatives from different pockets of campus to come together and discuss what they are working on and how they can assist each other in the planning of the Fall term. I attend these meetings to provide the student perspective on the University’s proposed plans and solutions, as well as give MSU updates. These meetings are critical as coordinated efforts will ensure we are all keeping safety of the community as our top priority. The MSU also needs to continue working with Hamilton Public Health to ensure we are promoting social distancing information to our students. There is strong fear of a second wave of cases in the Fall, and we must be continuing to promote the importance of social distancing and proper mask-wearing. While all of these efforts are quite coordinated currently, it will be imperative to continue this coordination as we begin planning the Winter 2021 term. It is quite unknown what that term will look like, and the MSU must work closely with the University to ensure we are matching our messaging and are complimenting each other’s efforts to ensure the safety of our students and the community.</p>
Benefits	<ul style="list-style-type: none"> • Coordinated efforts reduce mixed messaging and ensure we are all complimenting each other’s efforts • Everyone working on one issue means that we have many specialized tools to use when planning solutions • This is an unprecedented year which allows for us to think creatively for unprecedented solutions that may sound impossible or would otherwise not happen in any other given year

	<ul style="list-style-type: none"> • Safety of the community
Difficulties	<ul style="list-style-type: none"> • A lot is still unknown for what the Fall will look like, and even more is unknown about the Winter • New problems arise each week, some of which are more complex than others • As Hamilton begins to enter new phases, some people are taking social distancing efforts less seriously which threatens the coordinated efforts of the community
Long-term implications	<ul style="list-style-type: none"> • Coordinated efforts mean less cases which slow the spread of the virus. This is helpful for everyone in the long term as COVID-19 has drastically changed life as we know it, and introduced a new “normal” to our lives
How?	<p>We will work closely with all of our campus partners through RTW meetings to ensure that as the McMaster community begins to re-open in different capacities, it is done through a coordinated effort with diverse perspectives on how solutions may impact different communities. We will also be working with Hamilton Public Health to coordinate our messaging for social-distancing campaigns and proper use of personal protective equipment. We have already partnered with Hamilton Public Health for their summer social distancing campaign, and this partnership will continue throughout the year.</p>
Partners	<p>Hamilton Public Health, Facility Services, Human Resources Services, Housing & Conference Services, Hospitality Services, University Librarians, EOHSS, Manager of MUSC, GM, Vice-Provost (Faculty), Athletics & Recreation, Student Affairs, Registrar’s Office, (others as necessary)</p>

Objective 17	<i>Re-imagined Campus Safety Plan</i>
Description	<p>For years students on our campus have felt unsafe with the current safety plan at McMaster. The University has a deep working relationship with Hamilton & Halton Police Services and the Special Constables Program has gained long-standing criticism, largely directed towards the current Director of Security & Parking Services, Glenn De Caire. During his time as the former chief of Hamilton Police Services, De Caire supported “carding”, and was criticized by the Ontario Human Rights Commission that his defense of carding was a “textbook description of racial profiling.” De Caire also created the HPS ACTION teams, the shock-troops of gentrification,</p>

	<p>pushing people of colour, Indigenous people and working-class people out of the Hamilton downtown core. Students have been protesting the University’s decision to hire De Caire since 2016, and with recent tragic events in North America related to police brutality, the calls for his removal from campus have increased. While Security Services does not request or track demographic data and does not have information regarding the race of individuals with whom they interact, numerous anecdotal stories from BIPOC students tell of racial profiling on campus. Little is known regarding hiring methods, nor internal practices for how Special Constables are vetted, trained and held accountable for their actions within their roles. At the same time, community safety resources that students rely on such as mental health and crisis support, harm reduction programs, food & housing security and survivor-centric resources remain underfunded. Students have been calling for the University and MSU to explore a new campus safety plan that does not include De Caire or the Special Constables Program, and that improves community resources that students and community members depend on.</p>
<p>Benefits</p>	<ul style="list-style-type: none"> • A new plan that will ensure the safety of all of our students and community members, rather than only benefiting some • Improvements to community safety resources that students rely on, taking into consideration the different needs of our communities • Fewer students on campus provides an opportunity to begin conversations surrounding what a new campus safety plan could look like
<p>Difficulties</p>	<ul style="list-style-type: none"> • While these asks are not new, this would mean a massive change to the University’s vision of campus safety • This is not a fast or easy change, and there is not and fast or easy solution. This would require commitment from the University and MSU, with buy-in from top University administration. • The University has not commented on the hiring of Glenn De Caire since 2016, and has never shown any interest in his removal from campus, or in large-scale changes to the Special Constables Program
<p>Long-term implications</p>	<ul style="list-style-type: none"> • Creating a community where everyone feels safe • Working with community members who have already been doing this work to sustain themselves using community resources for a long time, and expanding that for a new campus safety plan

How?	<p>I am working closely with the VP Education on this objective as it is a strong advocacy priority. To start, I moved a motion in the June 14th SRA meeting that passed with strong support by SRA members, that would allow the MSU to adopt a statement calling for these changes. While there has been no movement or indication from the University that they would be willing to make these large-scale changes, I have opened the conversation with President Farrar that this is what students are calling for, and I will be continuing these conversations with President Farrar throughout the year. We need a working group with opportunity for community input from relevant community members with representation from the MSU to create a plan for the future of McMaster campus without the Special Constables Program. We are also advocating for these changes to include a redirect investment from funding for the Special Constables Program to go to racially and culturally diverse mental health support, harm reduction programs, food & housing security for students, survivor-centric resources and a re-imagined safety plan for students. We have also begun conversations with EIO surrounding concerns related to data not collected by Security Services and barriers to reporting experiences of discrimination and racism on campus and have asked for an anti-racism review of McMaster as a whole. This climate survey was originally planned for the final year of the EDI framework but is being expedited to launch in this upcoming academic year. We will be working closely with the EIO on the preparation of this climate survey. The MSU will also be researching and exploring alternative options for a security presence at MSU sanctioned events that have historically involved Security Services or Hamilton Police Services and will consult with relevant groups and stakeholders on the hiring of alternative security firms as replacements.</p>
Partners	<p>President Farrar, Dean of Students, EIO, VP Education, MSU Campus Events Director</p>

Trainings

Objective 18	<i>MSU Volunteer Training Support</i>
Description	<p>The VP Admin will be coordinating training for all of our MSU service volunteers in early September. The current VP Admin will also be leaving at the end of the Summer to enter Medical School at the University of Ottawa and we will have a new VP Admin that will be transitioning into the role over the last 6 weeks of the summer. The MSU volunteer training objective is a large project for the VP Admin and the individual who will be entering this role will likely need assistance during the transitioning process. I will be assisting in the planning of this objective and supporting the new VP Admin during their transition into the role.</p>
Benefits	<ul style="list-style-type: none"> • Increased support for the new VP Admin who will be jumping into the role a few months into the traditional year role • Smooth planning of the MSU-wide volunteer training project
Difficulties	<ul style="list-style-type: none"> • We have never had a by-election for a VP Admin during this time of year, and the timing of the transition will be challenging for the individual entering the role • There may be unforeseen challenges with the planning of this event as September approaches
Long-term implications	<ul style="list-style-type: none"> • Ensuring all of our volunteers are trained in September for the upcoming year • Ensuring the incoming VP Admin feels supported in their new role
How?	<p>I have already begun conversations with the current VP Admin as to what the transition process may look like, and what the initial plans are for the MSU-wide volunteer training. I am staying up to date with these plans as they adapt and change, and I will be freeing my schedule near the end of August and into early September, to ensure that I can be a strong source of</p>

	support for the incoming VP Admin with this project and any other aspects of their transition.
Partners	VP Admin

Objective 19	<i>SVPRO Module</i>
Description	<p>McMaster recently updated their Sexual Violence Policy, which can be found on the Sexual Violence Prevention & Response Office section of the Equity & Inclusion Office website. As can be seen from the Summary Report of the student Voices on Sexual Violence survey released in March of 2019, 60.9% of McMaster respondents had low knowledge and/or awareness of sexual violence supports, services and reporting procedures. This necessitates improvements to campus awareness of resources, supports and reporting procedures. The EIO is also undergoing changes to their office to expand the Sexual Violence Prevention & Response Office and introducing a new module that explains all of the current supports and services, as well as changes to the office and Sexual Violence Policy would increase awareness within our community. This is also a good time to create such a module because all trainings are being conducted online due to the pandemic. It is important to note that while there are benefits to creating this training, it is not a solution that will significantly address sexual violence on campus. This is a complex problem and our campus needs increased funding for and improved racially and culturally diverse survivor centric resources.</p>
Benefits	<ul style="list-style-type: none"> • Increased awareness of recent changes to Sexual Violence Policy and changes to the Sexual Violence Prevention & Response Office • Increased awareness of current support and resource options available both on campus and within the Hamilton community • Online training is necessary during the pandemic when all trainings are being delivered online • Folks are able to pause the module and take their own breaks if the content is triggering and students need breaks. Using an online module for this removes any barriers to uncomfortably leaving a room of people during an in-person training
Difficulties	<ul style="list-style-type: none"> • With the current pandemic, there is not much time to produce a clean-looking and easy to understand module that is specific to the needs of community members on our campus

	<ul style="list-style-type: none"> • Potential expenses associated with the creation of a new module. We can combat this by applying for funding from the \$6M provincial Campus Safety Fund.
Long-term implications	<ul style="list-style-type: none"> • Ensuring all of our volunteers and other community groups receiving training are receiving high-quality training on current resources, services and reporting procedures Increased campus awareness in the long-term for current resources and reporting procedures, as well as recent relevant changes to resources or reporting procedures. • A module can ideally be edited to reflect future relevant changes if there are changes in the future
How?	<p>The University of Waterloo currently promotes two online modules to their students and community members. The Responding to Disclosures of Sexual Violence public online module created by the Centre for Research & Education on Violence Against Women & Children is available for anyone wishing to take the training. While it is public, I have confirmed with the creators at the University of Western that we can cross-reference emails with “@mcmaster.ca” to confirm that members of welcome week teams or student groups who we are making it mandatory to complete are actually completing the training. The training also only takes on average 45 minutes to complete, but allows for flexibility of individuals to stop, pause and take breaks whenever they need them from the sensitive or triggering content. This module is comprehensive and not specific to any campuses, though it contains relevant support information on the website for all Ontario post-secondary institutions including McMaster. I have already spoken with the Sexual Violence Prevention & Education Programming Coordinator at the Equity & Inclusion Office, and this module will be promoted on the EIO website. The VP Admin and I have also opened conversations with the SVPEP Coordinator about an equivalent module to the campus-specific module promoted by the University of Waterloo. The idea was met with positive feedback and we are continuing conversations on the progress of this project.</p>
Partners	VP Admin, EIO Sexual Violence Prevention & Education Programming Coordinator

Environmental Sustainability

Objective 20	<i>Water Access & Plastic Reduction</i>
Description	<p>According to the most recent Times Higher Education Impact Ratings, McMaster has ranked 17th in the world and #1 in Canada for Good Health and Well Being and Decent Work & Economic Growth. As a globally recognized research-leading institution, we have a responsibility to do our part when it comes to climate action. One step that we are behind the ball with is water access and plastic reduction on campus. There are currently plans for a Canada-wide ban on harmful single-use plastics to be legislated as early as 2021, and so if we do not get on board with large-scale single-use plastic reduction, current federal plans may make that decision for us. If this happens, we must be ready to adapt our campus. Beyond the need to prepare for federal legislation that bans single-use plastics, we must improve our waste diversion rate. The waste diversion rate through existing programs at McMaster University was determined to be approximately 52% last year, which is lower than the Ministry of the Environment, Conservation & Parks (MECP) 60% provincial objective. According to the McMaster University 2019 Solid Non-Hazardous Waste Audit, mixed containers, which include plastic bottles, are the second most diverted material behind cardboard from landfills. However, out of all of the divertible waste materials, mixed containers had the second lowest capture rate on our campus last year: 39.7%. This means that only 39.7% of mixed containers generated were successfully diverted from disposal last year. While there is a clear need to improve our waste diversion programs on campus, it is also common sense that by reducing the amount of divertible waste that our campus generates, we are ultimately reducing the amount of waste that goes through our diversion programs. Plastic water bottle sales are banned at 14 other Canadian Universities, including</p>

	<p>Queen’s, Ryerson, UoT and McGill. Currently, plastic bottled drinks are sold in many locations on our campus including various Hospitality Services locations, Union Market and other 3rd party locations such as Starbucks in the MUSC. The high majority of plastic bottle sales are from Hospitality Services on campus, of which only 37% are water bottles. We must move towards eliminating the sales of plastic bottles on our campus, but we must also recognize that this environmental sustainability issue is also a water access issue. Bottle-filling stations are not available in all of our residences, nor are they on all floors of all of our buildings. Any campus solution that involves the reduction of plastic bottles on our campus must include addressing our water access issue.</p>
Benefits	<ul style="list-style-type: none"> • Reduced generation of plastic bottles means reduced waste production by our campus • Moving towards a more sustainable campus • Improving water access on our campus
Difficulties	<ul style="list-style-type: none"> • Financial burden on the University losing sales means they need a strong business plan to present to Board of Governors if we are to see large-scale movement • During the era of COVID-19, there is a push towards single-use products which is counter to our sustainability efforts. We must utilize the current opportunity of less students in residence and on campus to insert bottle-filling stations in all residences and increase filling stations and water fountains across campus. • The University fears that in the absence of water bottle sales, there will be an increase of sugary drink sales, which may have negative health impacts and would be against the Brighter World objectives. There is very little collected research to either support or not support this, and upper administration will be hesitant to make large-scale decisions that are not clearly evidence-based, and data driven. We must collect research and data on this to present to upper administration with a strong business model.
Long-term implications	<ul style="list-style-type: none"> • More sustainable campus • Increased water access for everyone on our campus • Reduction in generated waste
How?	<p>This is a project that I plan to be heavily involved with, and I will be working closely with the VP Education and VP Finance to accomplish it. I have already begun conversations with all relevant campus partners, including the Director of Hospitality Services. I am currently working with</p>

	<p>the plastic waste reduction subcommittee of McMaster’s Sustainability Council to collect research related to any increases in sugary drink sales after campus reductions in plastic water bottle sales. I also plan to work on this project with the MSU Sustainability Education Committee and the Academic Sustainability Programs Office. I have also already opened conversations with leaders from other Universities in Ontario that have banned plastic bottle sales, including Queens and Trent. I will be continuing my conversations with these leaders throughout this project. Aside from work with these groups, I have already pushed forward these conversations with McMaster’s VP Administration and President and will continue pushing for these changes to be incorporated into President Farrar’s sustainability plans for the University. He sees this as part of a larger campus plan for environmental sustainability that touches on other aspects including academics, research and energy. I will also be communicating with the AVP Facilities for McMaster to push for increases in bottle filling stations and water fountains across campus. Construction projects are well underway on campus and this is a year when there will be less disruption to students from construction projects as there will be significantly less students on our campus. Looking internally, I will be working with our VP Finance to create a business plan for removal of plastic bottle sales from Union Market. I am hoping that with all of this work over the next year, we can push to implement a campus ban on plastic bottles for September 2021. That is, unless federal legislation arrives sooner.</p>
Partners	<p>Hospitality Services, Facility Services, President Farrar, VP Administration for McMaster, Academic Sustainability Programs Office, MSU Sustainability Education Committee, Sustainability Council, VP Finance, VP Education, Other Students Unions</p>

Objective 21	<p><i>Campus Waste Management During COVID-19</i></p>
Description	<p>In addition to reductions in generated waste by our campus, we need to improve our waste diversion programs so that we are above the provincial objective of 60% outlined by the MECP. As we are in an unprecedented year, there are changes to waste management strategies on our campus. This includes the temporary removal of satellite composting bins, leaving only bins in the MUSC. There will need to be a plan to not only re-open waste bins across campus but to improve our waste management strategy afterwards. Students have been asking for improved composting efforts for a long time, and the McMaster’s 2019 Solid Non-Hazardous Waste Audit shows that organics were 51.9% of all campus waste diversion, yet the capture rate for organics was only 72.3%. Cross-contamination is a large</p>

	issue that needs creative solutions and commitment from upper administration for the implementation of large-scale change.
Benefits	<ul style="list-style-type: none"> • Improved waste diversion programs on campus • Prioritizing waste management in the phased re-opening of campus • Utilizing time during the pandemic to plan for how we can improve waste management when there are more students back on campus
Difficulties	<ul style="list-style-type: none"> • Unknown future of COVID-19 and its effects on campus waste management • Coordinated efforts across campus
Long-term implications	<ul style="list-style-type: none"> • Long-term improved waste diversion programs for our campus
How?	The VP Education is also passionate about waste management improvements on our campus, and so we will be working closely on this objective. We will be working with the AVP Facilities and Director of Custodial, Grounds, Logistics and Mail Services to discuss plans for waste management improvement as our campus slowly re-opens. I will also be working closely with the Sustainability Council as there are representatives from other relevant offices on campus that will be involved in these plans, including Hospitality Services and Libraries. Some of the strategies we have so far been looking at include modelling our strategies after other campuses that have strong waste diversion rates, and potentially bringing in third party groups to assist in the redevelopment of our waste diversion programs.
Partners	Sustainability Council, Facility Services, Director of Custodial, Grounds, Logistics and Mail Services, VP Education

Objective 22	<i>Sustainability Network for Students</i>
Description	The McMaster community is home to many students passionate about climate action and sustainable development goals, though there does not currently exist an infrastructure for students to get involved and grow their passions. This can make it difficult for students to understand what projects have already been done, the progress of current sustainability projects on campus, barriers to advancement of climate action work on campus and lack of experience regarding how students can push forward their own climate action projects on campus. We need to develop a network for students passionate about climate action to get involved on our campus. This includes open events that cater to all students who are looking to learn more about anything related to climate action on our

	<p>campus, as well as opportunities for students to get involved and see their projects pushed forward to upper administration and councils with representatives who are relevant to the progress of those initiatives.</p>
Benefits	<ul style="list-style-type: none"> • Connecting smaller disjointed communities on our campus that do climate action work • Connecting students who do not otherwise know where to learn more about climate action on campus • Building leadership skills for students to navigate University administration channels and approach upper administration with climate action projects
Difficulties	<ul style="list-style-type: none"> • Need buy-in from campus leaders with positions relevant to climate action projects on campus • Starting from scratch to build this network • Most if not all progress on this over the upcoming year will be digital and only allow for students to connect through an online medium
Long-term implications	<ul style="list-style-type: none"> • Network for future students to become involved with climate action work, learning and skill-building • Opportunities for students to progress climate action work on campus
How?	<p>I am working closely with the Academic Sustainability Programs (ASP) office to plan how the MSU and ASP can coordinate our efforts to build sustained student-led opportunities for student involvement and community-building around climate action. Current plans include utilizing a new program called the Student Sustainability Ambassador Program (SSAP) as an instrumental part of this network. SSAP would form the foundation for students to become involved in climate action work and learn more about initiatives on campus, as well as build upon leadership skills that will assist in pushing forward ideas for implementation on a campus-scale. I plan for the MSU Sustainability Education Committee to work closely with SSAP, with crossover representation on both teams. I have already made significant changes to the Operating Policy – MSU Sustainability Education Committee, and plan for this committee to be much more productive in their research and project work. Meetings are already underway, and I will be working with this committee to plan how we can work with SSAP over the coming year. SSAP is currently in planning stages and is looking for upper administration support and increased funding, and I will be working with ASP to access buy-in for the network we are building from representatives on the Sustainability Council. I also plan</p>

	to work closely with Faculty Societies and SRA to communicate relevant information regarding SSAP and the network we are building to students in their respective faculties. Additionally, I have already opened conversations with other student leaders at Universities across Canada who have different variations of sustainability networks for their students, and I am excited to see how we can use these models to form something that works for our campus community.
Partners	Academic Sustainability Programs Office, Student Sustainability Ambassador Program, MSU Sustainability Education Committee, Sustainability Council, SRA, Faculty Societies, Other Students Unions in Canada

Objective 23	<i>McMaster Sustainability Office</i>
Description	Just over 10 years ago, McMaster formed a Sustainability Office after seeing that an equivalent office existed at many other higher education institutions in Canada. A few years later, the Sustainability Office transformed into the Academic Sustainability Programs Office that we see today. In the absence of a project-focused office, the University has since funneled most environmental sustainability project efforts through Facility Services. While having our AVP Facility Services as the Chair of the Sustainability Council assists greatly in pushing forward climate action projects on our campus, climate action is just one of the 17 United Nations Sustainable Development Goals (SDGs) and is not limited to the work of the already quite wide Facility Services portfolio. McMaster needs to form a Sustainability Office that is separate from any other department or office on campus, that can coordinate SDG work at McMaster with all of the relevant campus partners. This would also be completely different than the Okanogan Committee, which does not focus on action or collaboration across departments. We cannot expand the mandate of the Okanogan Committee as we did not write it ourselves; we signed on. It will be incredibly important and valuable to have an office like this that can focus on action and inspires collaboration across different departments.
Benefits	<ul style="list-style-type: none"> • Having a Sustainability Office separate from Facility Services will allow for McMaster to advance SDG work in a number of different aspects that may not directly relate to the Facility Services portfolio • Centralized support and accountability • Collaboration and action across campus • Moving towards a more sustainable campus

Difficulties	<ul style="list-style-type: none"> • Forming a new office will have expenses • The new office will need its own space • A new office means starting the office from scratch • There are 17 SDGs and this would be a wide portfolio for an office
Long-term implications	<ul style="list-style-type: none"> • Rather than being a part of the wide portfolio that is Facility Services, a Sustainability Office will be able to focus solely on project-based climate action work • Centralizing all campus climate action work through an office than is not limited to work that relates to Facility Services • Future student volunteer and paid opportunities, more jobs for staff • More sustainable campus
How?	<p>President Farrar is in the process of creating a 2-year strategy that includes work related to climate action. I will be discussing with President Farrar the prospect of including a Sustainability Office as part of his 2-year strategy. This is not a perfect plan because expanding the mandate of an office to SDGs means it will be incredibly broad. That said, sustainability work cannot all fall under one (1) VP. I will also be working to write edits to the Sustainability Council’s terms of reference to ground our mandate in the Sustainable Development Goals of the UN.</p>
Partners	President Farrar

Ombuds

Objective 24	<i>Advisory Committee</i>
Description	<p>McMaster Ombuds has traditionally had a management committee consisting of the VP Education and Dean of Students, with ultimate oversight by the MSU President and President of the University. The structure of the management team has not been productive or helpful for the office and is in need of changing. It is common for Ombuds offices across Canada to have advisory committees consisting of both student and University representation, and the past MSU President started much of the groundwork for a shift in this direction. I have continued this work and plan to formalize the advisory committee this year. This advisory committee will provide advice and guidance to Ombuds, act as a sounding board, make recommendations to the MSU President and President of the University related to finance and resource requirements and assist the Ombudsperson in accessing relevant individuals and information as necessary to fulfill the mandate of the Ombuds Office. They will also organize and oversee regular reviews of the office, investigate complaints, assist with promoting and enhancing visibility of the office and provide feedback on annual reports from the office.</p>
Benefits	<ul style="list-style-type: none"> • Having a more robust advisory team for the Ombuds office • Increased support for the Ombuds office • Matching a widely accepted advisory structure from other Canadian Ombuds offices
Difficulties	<ul style="list-style-type: none"> • There is a great deal of thoughtful reflection being done which has resulted in a large number of drafts and edits to the terms of reference which is taking time • Time delays from approval process at both SRA and Senate • Creating a structure that everyone agrees with, and prioritizing the impartiality and independence of the office
Long-term implications	<ul style="list-style-type: none"> • Long-term enhanced structure of the advisory team for the office • Improved relations across campus for the Ombuds office

	<ul style="list-style-type: none"> • Making thoughtful changes now means there will not have to be as many changes made in the near future
How?	<p>I have been working closely with the McMaster Ombudsperson and University Secretariat to continue drafts and changes to the Terms of Reference (ToR) for the Office. I have also so far consulted with 7 different Ombudspersons across Canada to gain a stronger understanding for how their Advisory Committees are structured, and any challenges they have with current structures. This has been incredibly helpful in my own drafts and edits to our Advisory Committee ToR. I am hoping to have a final draft for the ToR for the Ombuds Office by late Summer, allowing for SRA and Senate approval of the changes in the Fall 2020 term. The first year of implementation for the committee will likely begin in the Spring of 2021. I have also been working closely with our VP Education to ensure that changes being made are taking into consideration previously identified issues and challenges by the Education Team for the office.</p>
Partners	<p>University Secretariat, Ombudsperson, VP Education, Ombudspersons Across Canada, SRA, Senate</p>

Objective 25	<i>Additional Support</i>
Description	<p>The Ombudsperson needs more support. Without additional personnel in the office, there is no time to write annual reports, update the website and improve promotions and visibility of the office while also handling all cases submitted to the office. Annual reports from the Ombuds office are common across Canada, though they have never been produced from our office at McMaster. These annual reports are vital in summarizing the work of the office over the year and providing recommendations to other offices and departments at the University, as well as direction with policies. There are also challenges with the current visibility of the Ombuds office at McMaster, and many students either do not know what kinds of support can be provided by the Ombuds office or they do not know the office exists as all. Many other Ombuds offices across Canada also have an online intake form for students to fill out, though this is not something we currently offer. We need to hire an additional staff member to assist the Ombudsperson with these valuable tasks and improvements to the office.</p>
Benefits	<ul style="list-style-type: none"> • Additional support for the Ombudsperson with tasks including annual reports, office visibility and promotion and website improvements
Difficulties	<ul style="list-style-type: none"> • Expenses of hiring an additional staff person

	<ul style="list-style-type: none"> • Will require additional room in the office for a second staff member (see next objective for solution)
Long-term implications	<ul style="list-style-type: none"> • The Ombuds office will be able to produce expected annual reports • An online intake system will make the Ombuds office more accessible for students • Long-term improvements to visibility of the office
How?	I will work with the Ombudsperson and University Secretariat to determine responsibilities that would fall under this additional support staff. I will also be working with them to determine what the hiring committee for the staff member will look like, and I will be assisting in writing the job description. We are aiming to hire this additional staff member in January 2021 as that will be the earliest that students will be back on campus.
Partners	University Secretariat, Ombudsperson

Objective 26	<i>Change of Location</i>
Description	With the current plans to hire an additional staff member at the Ombuds office, we will need additional space for this staff member. The current Ombuds office does not have room for the Ombudsperson and an additional staff member, and there is no separation of spaces for confidential conversations. The Ombuds office needs to be moved to a location that better fits the needs of the Ombuds office.
Benefits	<ul style="list-style-type: none"> • Moving the Ombuds office to a space that better suits the needs of the office with plans to increase the amount of staff • Potential to move the Ombuds office to a more visible location so students can easily find it
Difficulties	<ul style="list-style-type: none"> • Expenses for necessary renovations to ensure the new location has both an intake room or area for the support staff to work and a separated room for the Ombudsperson to have confidential conversations. • Time for completion of necessary renovations • We will need to promote the change in office location to students and staff • Potential reduction in number of bookable rooms in MUSC if the new office is a current bookable space. We will address this by

	turning the current Ombuds office into a bookable space for student groups and services.
Long-term implications	<ul style="list-style-type: none"> • More visible location means easier to find by students • Space that meets the future needs of the office
How?	<p>I have continued work from the past MSU President to push forward these plans for a change in the location of the Ombuds office. There are currently a number of identified options for the new location for Ombuds. That said, to ensure that we are leaving current MSU service space intact, I have brought forward the idea of turning an existing bookable room on the 2nd floor of MUSC into the new Ombuds office. The space that I believe will fit the needs of the office best is MUSC 206/207. This room is in a great location where students can find it and MSU peer support services on the 2nd floor can easily direct or show students to the Ombuds office if appropriate. The room also currently has a temporary wall in the middle, which we can easily renovate to be permanent with a door between the two offices. This will allow for doors into both office spaces as well as between office spaces. I will be moving a motion to explore this option at the July MUSC Board of Management meeting, and if approved, we will get drawings, construction quotes and timelines. When those are approved, we can move forward with renovations so that the new office is ideally ready for the Winter 2021 term. This would perfectly align with the time that we are hoping to hire the additional staff member and move the contents of the current Ombuds office to the new Ombuds office, allowing the current Ombuds office to be transformed into a bookable space by student groups and services.</p>
Partners	MUSC BoM, MUSC Manager, University Secretariat, Ombudsperson

Front-Facing Communication

Objective 27	<i>MSU Information Campaign</i>
Description	<p>Due to the nature of 1-year MSU positions, our organization relies heavily on an efficient and sustainable transition strategy. A significant number of students at McMaster do not know what the MSU is, what resources, services and benefits we provide, how we operate or how they can get involved. To ensure that students are aware of MSU operations and can gain a baseline understanding of what the MSU is, we will launch a campaign at the beginning of the academic year with a video that explains how what the MSU is and how it operates. The video can then be mass-shared across different platforms and accounts to students in all levels.</p>
Benefits	<ul style="list-style-type: none"> • Student awareness of MSU operations, services, resources and benefits offered, and ways to get involved • Timing the launch of the campaign to the time of year when we see the largest increase in followers on our accounts • The video can be used again in the future (it can be slightly adapted if necessary)
Difficulties	<ul style="list-style-type: none"> • The creation process of such a campaign takes time • The MSU is complex and we need to figure out what will be included in the video • We do not want to confuse students by promoting services or benefits that are traditionally offered which may be adapted this year
Long-term implications	<ul style="list-style-type: none"> • Mainly targeting a new cohort of students for understanding of the MSU means they will know about the MSU for every year until they graduate • Upper year students gain a stronger understanding of how the MSU works
How?	<p>The VP Finance and I have been working closely with the MSU Communications team to plan this project. We have identified the different aspects of the MSU that we want to include in the video, and next steps will be storyboarding the project and preparing for launch at the</p>

	beginning of the academic term. The video will then be shared across our platforms and accounts to maximize number of views and ensure as many students are seeing the video as possible.
Partners	VP Finance, Communications Team

Objective 28	<i>Online Board of Directors Presence & Communication</i>
Description	The MSU is a complex organization that can often be related back to a logo or corporation, rather than a group of people. This can make the MSU intimidating to be more involved with, which negatively affects both students and the organization. It has been a goal for the Board of Directors since we were voted into our positions to have a strong online presence throughout the year. By slowly shifting the MSU away from a corporation and logo to a group of people, students may feel more comfortable getting involved in the organization, or at least asking questions and approaching student leaders.
Benefits	<ul style="list-style-type: none"> • Humanizing the MSU can make it less intimidating to ask questions or want to learn more • Students have a better understanding of who represents them • Students know who they can reach out to for different questions or concerns
Difficulties	<ul style="list-style-type: none"> • It can be difficult to sustain these efforts throughout the year when other priorities arise
Long-term implications	<ul style="list-style-type: none"> • Humanizing the MSU can make student leaders in the MSU more approachable • Increasing the chances that students may want to get involved with the MSU is good in the long-term for an organization that relies on yearly transition
How?	The Board of Directors has been working closely with the Communications team to create a strategy for the year that includes a stronger Board of Directors online presence. The Summer has been quite busy and so we have been focusing heavily on communication efforts of larger organization updates and will be increasing online presence of the Board of Directors as we approach the academic year. The Communications team has been very helpful in creating schedules for Board of Directors updates that align with work from our portfolios.
Partners	Board of Directors, Communications Team

Internal MSU

Objective 29	<i>Clubs Department Support</i>
Description	We are currently seeing a number of large changes to our Clubs Department. This includes the start of our full-time Clubs Administrator role, the replacement of the Clubs Executive Council by the Clubs Advisory Council, the hiring of a part-time Assistant Clubs Administrator and the transition of all Clubs bank accounts to be internal through our Accounting Department. It will be important to ensure our Clubs Department has enough support to see the all of these changes happen as smoothly as possible.
Benefits	<ul style="list-style-type: none"> • Increased support for Clubs Department during time of period of large changes
Difficulties	<ul style="list-style-type: none"> • Unknown impacts of COVID-19 on these changes
Long-term implications	<ul style="list-style-type: none"> • More robust Clubs Department
How?	The VP Finance and I have been lending ourselves as a source of support to the Clubs Administrator and Human Resources Generalist & Clubs Support. We are assisting with the new Clubs manual that the Clubs Administrator is writing and are assisting with problems in the interim before the Assistant Clubs Administrator is hired. We are also assisting with edits to the job description for the new Assistant Clubs Administrator. Once they are hired and the CAC is running smoothly, the Clubs department will have a more robust structure to address concerns continue operations.
Partners	Clubs Administrator, Assistant Clubs Administrator, Human Resources Generalist & Clubs Support, VP Finance

Objective 30	<i>Equitable Hiring Practices Support</i>
Description	The outgoing VP Admin established a priority surrounding equitable hiring best practices and guidelines, which would involve multiple changes across MSU volunteer and staff hiring promotions, hiring boards and application processes. This was set to begin in the early Fall along with the Admin Team Research Assistant and Human Resources Generalist. Since then, it has now become a board-wide priority to ensure, as an organization, we

	are actively engaging with and representing our BIPOC communities across McMaster.
Benefits	<ul style="list-style-type: none"> • Increased engagement with our BIPOC communities across campus • Moving towards an organization that truly aims to represent all McMaster undergrad students
Difficulties	<ul style="list-style-type: none"> • There is a lot of work to do and the follow-up work will require commitment from Boards after us • Transition of the VP Admin will be challenging as it has never happened at this time of year before
Long-term implications	<ul style="list-style-type: none"> • Foundational changes to improve long-term increased representation of BIPOC student leaders in MSU positions • Long-term improved engagement from the MSU with BIPOC communities on campus
How?	I will ensure the follow-through of this platform point with the incoming VP Admin as necessary. This may include assisting in transition meetings with the old and new VP Admin, Admin Team Research Assistant and HR Generalist. Depending on how my support is needed, I am also able to shift some priorities to take some of the workload with this objective while the new VP Admin is getting settled. I will be available to assist throughout the year to see through the progression and completion of this objective.
Partners	VP Admin, Admin Team Research Assistant, HR Generalist

Objective 31	<i>Organizational Review Implementation of Recommendations</i>
Description	We have been so fortunate to have had the MSU grow into the large organization it has become. With a large number of full-time staff and over 30 services and business units, we owe it to our staff to ensure our organizational structure best supports each department. Last year's Board of Directors noticed that as the MSU grew and positions were added on, there had never been a review of how positions can best be served within our organizational structure. This has caused challenges on staff who have large numbers of others reporting to them, staff who may not have as much hands-on support that they need, and overall has not situated our organization in a way that fosters success. Last year's Board decided to have a comprehensive review done of the organization with specific objective to identify structural inefficiencies

	<p>and areas of resource duplication, highlight savings and revenue generating opportunities, streamline roles and responsibilities and identify staffing gaps and/or leading practices in operating policies and job descriptions. A summary of the priority recommendations is available on the MSU website, and our Board of Directors will be generating a plan to both see the implementation of some of the recommendations this year and set up the next year’s Board of Directors to continue implementing recommendations.</p>
Benefits	<ul style="list-style-type: none"> - Optimizing our current reporting and organizational structures - Allows our staff to be utilized to the best of their ability - Ensures the sustainability of our organization and the individuals within it - Prepares for succession within roles instead of having roles deeply specific to individuals
Difficulties	<ul style="list-style-type: none"> - With the Board of Directors only being here one year, it is important to learn and understand what is currently happening, any issues within the current structures, and evaluate how to best address them - Figuring out which recommendations to implement first - Hiring new senior leadership positions can be expensive and would result in changes to reporting structures, during a year that has already required lots of changes
Long-term implications	<ul style="list-style-type: none"> - Less of a horizontal structure and more intentional supports in place for our departments - Better placed for succession of staff and for the sustainability of the organization
How?	<p>While I anticipate working most closely with the VP Finance on this objective, the entire Board of Directors will be involved in this process. We will also be working closely with the General Manager on this objective as his role extends far beyond the 1-year terms of Board members. One large issue is the our overly horizontal organization chart, and so I am working with our VP Finance to create a vision for a new structure that is less horizontal. By releasing activity surveys to staff in the summer, we will have a better idea of the responsibilities and tasks of current staff by the end of the Summer. This will be helpful in prioritizing what needs to be done first, and then ensuring we have a plan for any initial major changes by end of the Fall 2020 term. We will then start to implement initial changes during the Winter 2021 term and create a plan for review by the</p>

	incoming Board of Directors for what we believe to be the next set of priority recommendations. This is a large project that will span many years and considering this is already a year with many changes, we will not be able to implement as many of the recommendations as we would like to. That said, this is quite the exciting project because it will allow our organization to ultimately better serve students and be more sustainable in the future.
Partners	Board of Directors, General Manager, Full-time staff, SOPs

Objective 32	<i>Supporting Our Corporations Through COVID-19</i>
Description	Our organization is currently going through a very unique time in history. The COVID-19 pandemic has affected all parts of our organization and forced us to adapt in ways we never would have imagined. The entire organization has been shifted into a digital space, and we have had to re-think how everything works, including staff and volunteer support, service delivery and business unit revenue. The operations of CFMU Inc. and MSU Inc. have been heavily affected by the pandemic, and we will need to constantly adapt as things change every day. We have no idea how long our operations will have to be adjusted in order to accommodate for the shift into a digital space and significantly fewer students on campus. Our staff have been absolutely phenomenal in rolling with the constant changes to our operations as we work through the Summer and prepare for the Fall. We are learning more every day and keeping updated on all parts of the organization and will continue checking in with different departments to ensure they have the support they need to get through the pandemic.
Benefits	<ul style="list-style-type: none"> • Our staff are superstars • While our revenue will no doubt be much lower this year, so will our costs
Difficulties	<ul style="list-style-type: none"> • We are in uncharted territory, and there is no book on how to lead an organization through a pandemic • Each department has its own set of unique challenges through the pandemic • The University and government are constantly releasing new information and changes to what is allowed to open
Long-term implications	<ul style="list-style-type: none"> • Ensuring each department within our organization has the support they need to smoothly adapt and evolve through the pandemic

	<ul style="list-style-type: none"> • Future Boards will have a model to use if something like this ever happens again
How?	I will be working with the Board of Directors and General Manager to ensure we are aware of any ongoing concerns or problems that our staff are experiencing and adapting as necessary. We have had to adapt support structures since all of our communication is online, and so we have been working to create a positive working culture online. As we navigate the upcoming year, our team will be stronger than ever once we are all able to work in the same space again in person.
Partners	Board of Directors, General Manager, Business Units, Services, Various Departments, AVPs, SOPs

Master Summary

(calendar and checklist)

May	<ul style="list-style-type: none"> • Get understanding of projects carried over • Get understanding of organizational review recommendations • Initial meetings with university stakeholders • Goal planning with Board for the year • Reach out to Ombudspersons across Canada • Start planning for MSU Info Campaign • Start conversations regarding strategy for MSU provincial and federal advocacy • Gain feedback from members on SSAC subcommittees last year • Strategize for Teaching & Learning Strategy
June	<ul style="list-style-type: none"> • Create a strategy to support Clubs Department through transitions • Run in election for UCRU Vice-Chair • Start conversations internally and with stakeholders around fee reductions for students • Move motion for Security Services Stance • Research and consultations regarding Compulsory Ancillary Fee agreement • Begin planning Sustainability Network with ASP

	<ul style="list-style-type: none"> • Present MSU priorities to University Advancement team • Teaching & Learning Strategy focus group with student leaders • Continue conversations with City Transit regarding bus pass • Set up communication channels with other Students Union Presidents • Start planning organizational review recommendation strategy • Finalize drafts for Ombuds terms of reference changes • Communicate location change strategy with relevant stakeholders • Operating Policy changes to MSU Sustainability Education Committee • First President’s Council Meeting • Research other International Student Advisory Committee equivalent groups
July	<ul style="list-style-type: none"> • Finalize lobbying group priorities • Begin municipal priority conversation • Check in with AVP Facilities on plans to renovate residences for bottle filling stations • Start drafting terms of reference for International Student Advisory Committee • Present plans for feasibility study and Ombuds location changes at MUSC BoM

	<ul style="list-style-type: none"> • Start conversations with new VP Admin • Continue conversations related to campus Accessibility Plan • Discuss future Sustainability Office with President Farrar • Create plan for plastic bottle research • Advocate for extension of CESB and lift on maximum working hours for international students • Confirm and communicate with students reduced fees • Confirm and communicate with students any changes to bus pass • Start communication with SRA regarding international student tuition advocacy • Communicate financial aid options with students • Work with VP Finance on improvements to SAP • Execute “The Time is Now “panel discussion with VP Education • Check in with EIO partners no SVPRO module plan • Updated draft of terms of reference for Sustainability Council
August	<ul style="list-style-type: none"> • Second President’s Council Meeting • Plan President’s Council Meetings for first term • Communicate with Faculty Societies international student tuition advocacy • Support VP Admin through transition

	<ul style="list-style-type: none"> • Begin research on plastic bottle sales with plastic waste reduction subcommittee of Sustainability Council • Support Clubs Department through changes
September	<ul style="list-style-type: none"> • Support VP Admin with volunteer training • Get Ombuds terms of reference changes approved at Senate and SRA • MSU Info Campaign launch • SAP promotions launch • Begin conversations with University stakeholders for January campus ree-opening plans
October	<ul style="list-style-type: none"> • Consult university partners on exam priorities and determine appropriate timelines • Renovations for Ombuds location change • Communicate with Facility Services about plans for waste management in January • Follow up on HSR plans for January • Begin planning second term operational changes with Board & GM
November	<ul style="list-style-type: none"> • Begin conversation about Tuition Late Fees • SAP promotions for extended exam hours • Review adapted 1280 and Underground operations

	<ul style="list-style-type: none"> • Communicate second term changes with departments
December	<ul style="list-style-type: none"> • Plan President’s Council Meetings for second term • Hamilton Budget completed by city council
January	<ul style="list-style-type: none"> • Hire Ombuds additional staff member • Ombuds location change • Follow up organizational review recommendations planning • Apply for funding for International Student Advisory Committee honorariums
February	<ul style="list-style-type: none"> • Follow up with Exam priorities • Follow up on University advocacy priorities
March	<ul style="list-style-type: none"> • Follow up with continuing projects • SAP promo for extended exam hours
April	<ul style="list-style-type: none"> • Transition for 2021-2022 Executive team • Follow up with long term planning • Transition on-going projects with university stakeholders and incoming president