



Year Plan

**Student Walk Home Attendant Team
2024-2025**



Submitted:
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Table of Contents

Table of Contents	2
Introduction	3
Vision for Service	4
Project/Events Timeline	7
Spring/Summer Term	7
Fall Term	10
Winter Term	17
Increasing (Service) Presence	23
Service Webpage	23
Social Media	23
Merchandise & Apparel	23
Physical Promotions	24
Team Management	24
Executive Management	24
Volunteer Management	25
Master Timeline	26
Miscellaneous	28

Introduction

Hello!

To start off, I would like to express my sincere gratitude for being entrusted with the role of SWHAT Coordinator. It seems like only a short while ago that I first stepped onto campus, unaware of where university life would take me. Since then, I have had the immense pleasure of joining various services and clubs within the MSU – an opportunity that has pushed me to grow and enabled me to find life-long friends. I plan to continue down this path in my new role within SWHAT, and I am so excited to see where it leads.

My time with SWHAT started in first year, when I joined as a Walker to meet people from across the school community. The team soon proved to be an unrivaled opportunity to do just that. Whether it be programs, years, interests, or backgrounds, I was, and still am, confident that SWHAT features one of the most vibrant communities on campus. In fact, the team's vibrancy is matched only by its passion – one that enables us to serve our community through safe and confidential walks every day of the school year. It is this legacy that I hope to continue and strengthen.

Being the Dispatch Operations Executive in second year gave me one opportunity to begin doing so, as have my various other involvements with MSU services. Through these unique opportunities, I have learned much about the MSU, the students it serves, and even myself. I expect that this learning will continue in my new role, and likely at even faster pace. Taking this in stride, I hope to continuously improve my input on SWHAT, ensuring that the service can grow while also upholding its core philosophies of being a confidential, safe, and supportive team.

As I hit the ground running, I would also like to thank you all in advance for your help this coming year. I have no doubt that challenges will arise, and I similarly have no doubt that we will be able to work through them with your support. I am looking forward to the road ahead, as well as what it holds for the service, the MSU, and me.

All the best,
Jonathan Guan

Vision for Service

Overarching Vision	<p>To establish a foundation for SWHAT's future longevity, through the pillars of Volunteer Appreciation, Operation Fine-Tuning, and Service Growth.</p>
Description	<p>Since our service's post-COVID return, we have made tremendous strides year-by-year. From 131 walks in the 2021 year to 853 walks in 2023, we have clearly re-established a strong presence within the McMaster community. This year, I hope to establish a foundation so that SWHAT's legacy can be passed on year-to-year despite the short turnover university services face.</p> <p>Volunteer Appreciation: Historically, the Volunteer Affairs Executive has been most involved with keeping team morale high. This will continue to be true, but this year myself as well as the other executives are hoping to establish new initiatives to continue maintaining morale. These include ideas such as: establishing a check-in program, providing more opportunities to volunteers, increasing volunteer recognition, and more.</p> <p>Operation Fine-Tuning: Overall, SWHAT's operation protocols function well for its needs. However, service executives, volunteers, and users alike have identified points that could be modified to greatly improve the experience for everyone involved. These include ideas such as: revising the walk intake process (particularly for walk-on requests), improving radio/safety protocols and training, creating better scheduling systems, and more.</p> <p>Service Growth: SWHAT grows every year, and with such a large group of passionate volunteers, has much room to continue growing. A permanent office space, for example, is one initiative that could greatly benefit so many aspects of the service, for years to come. Drawing inspiration from other walk home teams at other universities, there are also many other directions that SWHAT could expand into in the future. I would like to work with the MSU to begin</p>

	<p>exploring these opportunities and begin laying out groundwork so that future coordinators can continue building towards these.</p>
<p>Benefits</p>	<p>Volunteer Appreciation: As our volunteers interact directly with our users, the service relies heavily on maintaining morale within the team. The executive team always aims to set the morale high at the beginning of the year, but late shifts and busy school commitments inevitably leads to a gradual decrease in spirits throughout the year. As a volunteer team of our size (~105 total), we actually experience a reasonably small number of resignations throughout the year (~10). This demonstrates the strong team culture that we have built up. However, burnout remains present among all roles in the team, and directly influences our ability to provide a welcoming space for service users.</p> <p>Operation Fine-Tuning: Establishing solid guidelines for the service’s day-to-day operations will improve the experience of everyone involved with the service, as well as ensure that future years’ teams have a solid foundation to refer to despite transitions in leadership and volunteers.</p> <p>Service Growth: Building a growth mindset for the service can allow it to adapt to differing circumstance year-by-year, as well as expand the team’s contributions to the school community. A permanent office space specifically would benefit many aspects of the service, from volunteer morale to service user comfort to team legacy, and is high priority for initiatives I would like to lay groundwork for.</p>
<p>Year 1 Goals (2024/25)</p>	<ul style="list-style-type: none"> - Decreased volunteer burnout (less resignations, higher morale, more attendance to socials, less no-shows, etc.) - Increased service usage (1000 walks) - Increased feedback from feedback forms (incentivize) - Increased PR during WW + Early September (1st years most) - Development/Testing/Implementation of comprehensive radio/safety protocol and training - Development/Testing/Implementation of scheduling systems / check-ins framework - Development/Testing/Implementation of rep team - Explore new partnerships with Mac community (university, MSU, security, etc.)

	<ul style="list-style-type: none"> - Explore possible avenues of SWHAT expansion (connect with other walk teams, consult stakeholders, etc.) - Audit successes/failures of new initiatives, encourage development of new initiatives based on need
Year 2 Goals (2025/26)	<ul style="list-style-type: none"> - Retain decreased burnout, increased service usage / feedback / PR - Adjust and solidify comprehensive radio/safety protocol and training, scheduling system, check-ins framework, rep team - Pinpoint desired avenues of expansion and begin assessing feasibility, stakeholders, logistics, etc.
Year 3 Goals (2026/27)	<ul style="list-style-type: none"> - Continuation of year 1 and 2 goals - Solidify frameworks for initiatives developed in year 1 - Begin working on desired avenues of expansion
Partners	<p>Security Services: connected with us via radios, respond to any emergencies that occur during walks, assist with training, can strengthen this relationship to provide more to the team and community</p> <p>McMaster Association of Part-Time Students (MAPS): very generously allow us to use their office space during operation hours,</p> <p>Other MSU Services: partner with us during joint promotional campaigns</p>
How can VP Admin support you?	Continue offering guidance / feedback for service ideas/initiatives as needed and checking in with progress. Keeping an ear/eye out for university developments, bringing ideas to table and helping with expansion idea development

Project/Events Timeline

Spring/Summer Term

July	
Service Event (#1):	<u>Summer Hiring</u>
Why and how?	Hiring walkers and dispatchers early will allow for us to spread the application review and interview out, to reduce the load for myself and the executives. For the 2024-2025 year, SWHAT will aim to hire ~80-85 walkers and ~12 dispatchers. The application period is planned to take place in the last week of June and first week of July, application marking in the second week of July, and interviews in the following two weeks of July. As was the case in previous years, executives will be helping create application questions, mark questions, and conduct interviews. Returning volunteers will also be fast-tracked if they have been in good standing in previous years.
Potential difficulties? How can you overcome them?	As is always the case with hiring, a major concern is interest from applicants. I believe we will not face too large of an issue with this, because SWHAT continues to grow its presence year-by-year and our past year's volunteer base exhibited strong passion for the service. Lack of activity during the Summer may reduce interest as compared to during the school year, but we should still be able to field enough applicants to build a foundation for the service through this first cycle of hiring. I will continue to encourage our executive team to push promotions through various communication channels. This will include sending promotions to the 2023-2024 volunteer base, promoting on SWHAT social media platforms, posting in relevant Facebook groups and displaying hiring graphics on the campus screens.
Who?	SWHAT Coordinator, SWHAT Executives, Director of Marketing & Communications (Michael Wooder), Director of Human Resources (Renee McIntosh), Underground Creative Director & Manager (Paula Scott)

Priority Level	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Initiative Development</u>
Why and how?	This year, executive applicants were all asked to develop an initiative to improve one aspect of SWHAT relevant to the position they applied for. The current executive team has a number of initiatives that would benefit the service's operations and long-term goals. Some primary initiatives, which have also been discussed previously, are: a more comprehensive radio/safety protocol and training (Dispatch), a faster scheduling system (VL), a more thorough check-in framework (VA+VL), and the development of a rep team (PR). These initiatives would all benefit from being somewhat established by the beginning of the school year, which makes it important for planning to begin early.
Potential difficulties? How can you overcome them?	As these initiatives have not been established in the past, there will likely be challenges in ironing them out to function and meet the service's needs. I will work closely with each executive to help them develop their initiatives, while also consulting others with their thoughts on these ideas. The executive team has already begun work on their respective initiatives, and I am confident we will be able to make comprehensive plans by the time the school year begins. I have also had the executives make year plans, which we will refer to throughout the year to keep track of our progress.
Who?	SWHAT Coordinator, SWHAT Executives.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

August	
Service Goal/Project/Event (#1):	<u>Walker/Dispatcher/Executive Training and Onboarding</u>
Why and how?	- Training and onboarding the team early is crucial for having the service up and running during WW, which can be a busy time for the service

	<ul style="list-style-type: none"> - Executive training will happen late July / early August, and walker/dispatcher training will occur mid August - Trainings will be run online and be recorded, with attendance highly encouraged and a mandatory quiz for those who cannot make it - Trainings will be adapted from previous years, with a greater emphasis on safety/radio protocols as determined by new protocols from myself and the Dispatch Operations Executive
Potential difficulties? How can you overcome them?	Ensuring that everyone attends and submits the required training / documentation on time is always a struggle due to the large size of the team. I will aim to set the expectation of hard deadlines, with leeway based on individual circumstances. To ensure that training is conducted as well as possible, I will also place special attention during executive training to ensure that executives are completely confident about their understanding of SWHAT's protocols, so that they are able to train the rest of the team effectively.
Who?	SWHAT Coordinator, SWHAT Executives, SWHAT Walkers/Dispatchers, Security Services
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Welcome Week / Early Year PR</u>
Why and how?	Expanding our reach to specifically target more first year students would be beneficial for several reasons. First-years make up some of the most passionate volunteers on the service, as well as those that will often be most interested in applying to become executives. Reaching out to first-years also enables information about SWHAT to spread my word-of-mouth throughout subsequent years, which enables us to consistently reach more of the school community year-by-year. For both these reasons, ensuring we have strong PR within the first-year community is crucial for the longevity of the service.

<p>Potential difficulties? How can you overcome them?</p>	<p>SWHAT has not had as significant of a PR presence during WW as other services. This can make it challenging to secure spots in popular WW events, which may not have a spot typically reserved for SWHAT. Additionally, we have not had many volunteers in the past to run PR events and have no framework for a large-scale WW PR push. To overcome these, we will aim to begin planning early to give us more time to adjust to obstacles that come up. SWHAT PR booths can be set up quickly and run by any volunteer familiar with the service, so training will not be a large difficulty in setting these events up. We will also seek advice and learn from managers and PR executives in other services that have historically been more active during WW, to determine how we might best approach event planning. To encourage more team participation during these PR events, we will also aim to provide volunteers with communal rep suits as an incentive for the experience.</p>
<p>Who?</p>	<p>SWHAT Coordinator, SWHAT PR Executives, SWHAT Volunteer Reps, WW Planners</p>
<p>Priority Level (highlight one)</p>	<p>High Priority Moderate Priority Low Priority</p>

Fall Term

September	
<p>Service Goal/Project/Event (#1):</p>	<p><u>First-Year Priority Hiring</u></p>
<p>Why and how?</p>	<ul style="list-style-type: none"> - As discussed previously, first-years are the future of the service. - This round of hiring will give priority to first-year applicants, while also allowing strong applicants that missed the first round to join - The timeline and logistics of this round of hiring will be almost identical to the summer round of hiring, with slightly different PR strategies to best target the first-year population.

Potential difficulties? How can you overcome them?	It is always difficult to reach first years, given the limited time we have to do it prior to hiring, and the fact that many of them are just beginning to get integrated into the McMaster community. In the past, we have utilized alternative communication channels like Discord to reach them, which we will likely do this year as well. An initiative that the PR executives had in mind was to conduct short talks at the beginning of large first-year classes (e.g. first year chem, math, etc.), which is one example of how we may specifically target first years.		
Who?	SWHAT Coordinator, SWHAT Public Relations Executive, SWHAT Executives, Director of Human Resources (Renee McIntosh)		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#2):	<u>Video Promotion</u>		
Why and how?	SWHAT typically creates a video at the beginning of the year to summarize the service and how students can access it. Last year, the executives filmed the video during the executive photoshoot, which worked well for our timeline and vision. We will likely do the same this year.		
Potential difficulties? How can you overcome them?	The beginning of the year is busy for everyone, and especially the PR executives. We will aim to begin planning for the video promotion early, so that come September we have a concrete plan that we only need to execute on.		
Who?	SWHAT PR Executives, SWHAT Coordinator, SWHAT Executives, MSU Comms Officer		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#3):	<u>Executive Photoshoot / Intros</u>		
Why and how?	Highlighting the individuals behind a service fosters trust and familiarity, encouraging people to utilize and understand the service better. Therefore, the objective of this campaign is to promote the executive team responsible for managing the service operationally. The plan will be similar to last year,		

	entailing a week-long campaign on SWHAT's Instagram platform, featuring daily posts introducing an executive member along with their position and a personal introduction.
Potential difficulties? How can you overcome them?	The beginning of the school year can be a busy time for many, making scheduling the photoshoot a difficulty. We will aim to begin plans for setting the date early in anticipation of this.
Who?	SWHAT PR Executives, SWHAT Coordinator, SWHAT Executives, MSU Comms Officer
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

October	
Service Goal/Project/Event (#1):	<u>First-Year New Volunteer Training/Onboarding</u>
Why and how?	Similar to August Walker/Dispatcher Onboarding, for the new volunteers (mostly first-years) hired during the second round of hiring. See August Walker/Dispatcher/Executive Training and Onboarding for more details
Potential difficulties? How can you overcome them?	See August Walker/Dispatcher/Executive Training and Onboarding for more details
Who?	SWHAT Coordinator, SWHAT Executive Team, SWHAT Walkers/Dispatchers
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Volunteer Socials / Intramurals</u>
Why and how?	<ul style="list-style-type: none"> - Volunteer socials and intramurals are a crucial part of building strong team-dynamics within SWHAT. - We typically run 4 socials per year (October, December, February, April), which I am hoping to continue this year.

	<ul style="list-style-type: none"> - The Volunteer Affairs Executive (VA) is primarily responsible for these events, but all executives provide support. - The October social will likely be a bonfire social at Altitude, similar to the previous year which saw much success. - Intramurals similarly allow volunteers to connect outside of typical SWHAT shifts. - In previous years we organized soccer, volleyball, and dodgeball teams. It will be up to the VA Executive to decide which sports we will ultimately register for this year, as well as to register the team on IM Leagues during this month.
<p>Potential difficulties? How can you overcome them?</p>	<p>As it will be many of the volunteers' first 1-2 months on the team, there may be more hesitation to attend the first social and the first series of intramurals games. Myself, the VA, and all the executives will encourage volunteers to attend through word-of-mouth. Returning volunteers will also be a key resource to encourage newer members of the team to attend. Making the event accessible is also a top-concern, and will involve planning early to avoid high-stress times such as mid-term season.</p>
<p>Who?</p>	<p>SWHAT VA Executive, SWHAT Coordinator, SWHAT Executives, SWHAT Walkers/Dispatchers</p>
<p>Priority Level (highlight one)</p>	<p>High Priority Moderate Priority Low Priority</p>
<p>Service Goal/Project/Event (#3):</p>	<p style="text-align: center;"><u>Volunteer Check-Ins</u></p>
<p>Why and how?</p>	<p>Last year, SWHAT conducted its first set of volunteer check-ins. These occurred during December and February. This year, we hope to conduct an additional formal check-in during October (after everyone has had a few shifts) and an informal one during April (to gather feedback through our feedback forms). Additionally, this year the Volunteer Logistics Executives will be spearheading check-ins, with support from the entire executive team.</p>

Potential difficulties? How can you overcome them?	We anticipate that volunteers may have differing needs when it comes to check-ins. While some may prefer a shorter check-in, others may want something more substantial. To address this, we are aiming to provide as much flexibility as possible, allowing volunteers different options for how check-ins are conducted.		
Who?	SWHAT VL Executives, SWHAT Executive Team, SWHAT Walkers/Dispatchers		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority

November	
Service Goal/Project/Event (#1):	<u>Walk-A-Thon</u>
Why and how?	<ul style="list-style-type: none"> - The Walk-A-Thon is a yearly SWHAT PR campaign where SWHAT donates \$1 per walk conducted during the month to a local charity - This event has been extremely successful in previous years, in part due to increased service usage by nature during November - We will be continuing this campaign this year, with planning similar to how it was executed in previous years
Potential difficulties? How can you overcome them?	Planning for this event will need to happen early as always, to ensure that both the promotional aspects and logistical aspects (ensuring adequate staffing) are met. Due to the annual nature of this event, I do not anticipate that there will be many major obstacles or surprises that come up during the planning process.
Who?	SWHAT Coordinator, SWHAT Executive Team
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Team Photoshoot</u>

Why and how?	<ul style="list-style-type: none"> - Team Photoshoot is a key time for team-bonding, as well as creating a pool of photos for future promotions - Last year, the photoshoot occurred in the Hub, which worked very well. We will explore various location options to determine the best fit for our needs
Potential difficulties? How can you overcome them?	Scheduling a date and time for everyone is always the biggest challenge with team photoshoots. We will aim to begin scheduling early, as well as to hold the photoshoot for a relatively long period of time so that volunteers with overlapping classes can find some time to drop by.
Who?	SWHAT PR Executives, SWHAT Coordinator, MSU Comms Officer, SWHAT Walkers/Dispatchers/Executives
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#3):	<u>SWHAT Chocolate</u>
Why and how?	SWHAT Chocolate was an event run by SWHAT prior to the pandemic. It consisted of a once weekly (Wednesdays 6-7 PM) pop-up booth in a high traffic location like a library, where volunteers would provide hot chocolate / snacks while increasing PR awareness of the service. This would usually be held in the winter months and during exam season. This year, the PR executives and I would like to bring back this weekly event to continue increasing PR and service visibility at a relatively low budget point.
Potential difficulties? How can you overcome them?	As an event that SWHAT has not run in recent years, the planning process will be quite difficult. We will need to consult with a variety of relevant parties, such as EOHSS. This also adds a novel piece to the budget, which will need to be moved around to accommodate this. The weekly booths would also need to be staffed by volunteers, which poses a new challenge for VL executives as well. To overcome these challenges, we will begin planning for this initiative early. The fact that this event has run in the past is proof of concept in itself, but we will need to begin planning early to ensure that it can succeed in the present year as well. I will reach out to previous years' executives and managers to see if they have any advice or documentation

	to share that could help us launch this new consistent PR event.
Who?	SWHAT PR Executives, SWHAT Coordinator, SWHAT VL Executives, SWHAT Walkers/Dispatchers, EOHSS
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

December	
Service Goal/Project/Event (#1):	<u>Executive Check-Ins</u>
Why and how?	<ul style="list-style-type: none"> - Full executive meetings will continue to happen at least once / month - In addition to this, I would like to hold 1-1 check-ins with each executive to answer any new questions, reflect, and share feedback – as has been done in previous years
Potential difficulties? How can you overcome them?	None.
Who?	SWHAT Coordinator
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Board Games / Movie Night Social</u>
Why and how?	The Board Games / Movie Night Social is a new idea for an informal social. The aim with the social is to provide the team with an opportunity to decompress and bond prior to exam season.
Potential difficulties? How can you overcome them?	Scheduling will likely be the biggest challenge, as everyone is busier during the exam season. We will aim to begin scheduling early, as well as to make it a longer event so that people are more opportunities to drop by before and after other commitments.
Who?	SWHAT VA Executive

Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#3):	<u>Volunteer Appreciation Cards</u>		
Why and how?	<ul style="list-style-type: none"> - SWHAT traditionally distributes appreciation cards at the end of each semester, which are handwritten and personalized by the executive team. - This process takes a bit of time from the executives, but is always very well received among the volunteer team - We will continue this tradition this year, similar to how we ran it in previous years 		
Potential difficulties? How can you overcome them?	We have often run into tight deadlines with making the cards, as the end of the semester is a busy time. This has led to some volunteers receiving their cards only after they return from breaks, which is not ideal. This year, we will push forward the card-making timeline ahead by a week to avoid this.		
Who?	SWHAT VA Executive, SWHAT Executives		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority

Winter Term

January	
Service Goal/Project/Event (#1):	<u>Wellbeing Week</u>
Why and how?	<ul style="list-style-type: none"> - Annual PR campaign / events featuring many MSU services, SWHAT typically runs the housing hinge event - Wellbeing Weeks in the past have been very successful, and we will continue to help organize this - Planning will follow similar frameworks as previous years, with the timeline being pushed forward by a

	few weeks based on the recommendations of previous coordinators and SWHAT PR Executives
Potential difficulties? How can you overcome them?	<p>Organizing a campaign of this scale will likely involve strong communication from everyone involved. We found success in previous years by appointing one PR executive as the point of contact for planning between services, which we will continue to do this year. As recommended by the previous coordinator and PR executives, we will also begin planning even earlier this year, to ensure we are able to meet deadlines in a timely manner.</p> <p>In terms of running our own housing hinge event, we will likely be reliant on volunteers. Hopefully the development of a SWHAT rep team is able to create a group of volunteers that would be most ready to help out with the event, as will creating a tight-knit and appreciative environment for the team as a whole.</p>
Who?	SWHAT PR Executives, SWHAT Coordinator, MSU Services, Director of Marketing & Communications (Michael Wooder), Underground Creative Director & Manager (Paula Scott), SWHAT Walkers/Dispatchers
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>Paint Night Social</u>
Why and how?	<ul style="list-style-type: none"> - Another traditional SWHAT social, which saw much success last year - Will run similarly to previous years, and is organized similarly to other socials
Potential difficulties? How can you overcome them?	See "Volunteer Social" in October
Who?	SWHAT VA Executive
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

<u>SWHAG Distribution</u>	
Service Goal/Project/Event (#3):	
Why and how?	SWHAG (SWHAT uniforms/merch) is something that everyone on the team looks forward to and is typically distributed at the beginning of the winter semester. SWHAG has consisted of crewnecks and hoodies in the past, with budget being the major limiting factor of what can be done. SWHAG colours also differ year-by-year, with forest green and off-grey being the recent colours. This year will likely bring another new colour based on the colour palette decided by the PR executives and the team as a whole.
Potential difficulties? How can you overcome them?	Deciding on colours has been a point of difficulty in previous years, especially due to the large variety of options available and the fact that SWHAT does not have a core colour that persists year-by-year. This year, we may provide a more limited selection of colour options for volunteers to vote on, ensuring that the final option picked remains in line with the PR vision for the service, while also being representative of the team.
Who?	SWHAT VA Executive, SWHAT PR Executive, SWHAT Coordinator, SWHAT Walkers/Dispatchers, Underground Creative Director & Manager (Paula Scott), SWHAT Walkers/Dispatchers
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

February	
Service Goal/Project/Event (#1):	<u>Meet-the-Volunteers Campaign</u>
Why and how?	<ul style="list-style-type: none"> - Yearly campaign where short volunteer introductions are posted on Instagram, including photos, quick introductions, and experiences with SWHAT - Campaigns have been successful in the past, and are a fun opportunity for volunteers
Potential difficulties? How can you overcome them?	Interested volunteers will have to have headshots taken during team-wide photos, meaning initial planning for this must happen early. Myself as well as the PR executives will

	bring this opportunity to the team early to make sure interested volunteers can become involved.
Who?	SWHAT PR Executives, SWHAT Walkers/Dispatchers, MSU Comms Officer
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

March	
Service Goal/Project/Event (#1):	<u>Walk-for-a-Sticker Campaign</u>
Why and how?	<ul style="list-style-type: none"> - Our second campaign of the year usually occurs during March, and sees less success than the November Walk-A-Thon - Previous March campaigns have included Can-A-Thon, and Walk-for-a-Button - Walk-for-a-Button saw slightly more success than Can-A-Thon in terms of # of walks, and much more success in terms of PR and impressions of the service - This year's PR executives have decided to modify this campaign to be Walk-for-a-Sticker, where different SWHAT stickers can be 'collected' from booking SWHAT walks
Potential difficulties? How can you overcome them?	Volunteer and service user fatigue usually kicks-in near the end of the year, making March campaigns difficult. We will be exploring new ways of marketing these campaigns, and hopefully the stickers (which have been a selling point of SWHAT's PR last year) will bring more success to this campaign. Additionally, stickers inherently require more work on the part of PR executives and may place some strain on the budget. We will be exploring different ways of making this campaign possible with our resources throughout the year.
Who?	SWHAT PR Executives, SWHAT Coordinator, Director of Marketing & Communications (Michael Wooder),

	Underground Creative Director & Manager (Paula Scott), SWHAT Walkers/Dispatchers
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

April	
Service Goal/Project/Event (#1):	<u>Final SWHAT Social</u>
Why and how?	<ul style="list-style-type: none"> - Final SWHAT Socials are always the most successful SWHAT socials and have been conducted either at Altitude or at the Hub in previous years. - We will continue to organize a large final SWHAT social, and the VA executive will explore options for locations and activities
Potential difficulties? How can you overcome them?	The budget typically runs tight near the end of the year, which means myself and the VA executive will need to begin budgeting early to make sure we have enough left for the end of year social. Aside from this, this social also occurs near exam season, and so follows the same considerations for scheduling as other socials. Planning and itinerary for this event will likely follow that of previous years, which eases the burden of planning slightly.
Who?	SWHAT VA Executive, SWHAT Coordinator
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	<u>End of Year Appreciation Cards</u>
Why and how?	See "Volunteer Appreciation Cards" in December
Potential difficulties? How can you overcome them?	See "Volunteer Appreciation Cards" in December
Who?	SWHAT VA Executive, SWHAT Executives
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

End of Year Feedback Form

Service Goal/Project/Event (#3):			
Why and how?	<p>SWHAT has had an anonymous feedback form, which does not usually receive many, if any, submissions for. I hope to gather more feedback about the service, whether positive or negative, so that future years have more information to work with about areas of improvement. It would also be nice to gather positive feedback about the service and deliver this to volunteers, as a final volunteer appreciation push.</p> <p>To encourage more feedback form submissions, we will provide incentives for service users and volunteers to fill out the form. Preliminary ideas for this include: a giveaway focusing on service users specifically, and a giveaway for volunteers specifically, both of which will require submission of the feedback form to enter. These ideas may be subject to change throughout the year.</p>		
Potential difficulties? How can you overcome them?	<p>Participation by filling out the feedback form is always a challenge. Hopefully we will be able to overcome this by offering incentives to fill them out.</p>		
Who?	<p>SWHAT VL Executives, SWHAT PR Executives, SWHAT Coordinator</p>		
Priority Level (highlight one)	<p>High Priority</p>	<p>Moderate Priority</p>	<p>Low Priority</p>

Increasing (Service) Presence

Service Webpage

The service webpage remains accurate and up to date. As was the plan with previous coordinators, I am hoping to add a small section to the “Join Our Team” section, providing information on when hiring periods typically are. This would help applicants plan better for when applications come out. Additionally, I believe that the Facebook and Twitter links may be removed, as the two platforms do not make up significant parts of our social media presence.

Social Media

Within the past two years, SWHAT has done an exceptional job leveraging social media and word-of-mouth to reach more members of the McMaster Community. Our Instagram stories, in particular, are a major source of positive PR, with many service users, volunteers, and people in the community stating that our stories are a highlight of our service. We will continue to utilize these Instagram stories to deliver a constant social media presence within the community this year.

Our Instagram posts will remain similar to previous years, which saw success. Giveaways allow us to engage with the wider school community, as well as to reach those who have not interacted with us before. We have also done a better job of curating a more consistent color palette and aesthetic on our Instagram in previous years, which we will continue to do this year with a modified yearly vision.

I anticipate that one area of growth will be to partner with more MSU and McMaster social media teams to push our PR to more diverse audiences. I hope to explore these options with the PR executives and hope that the MSU would be able to provide input and connections for this.

Merchandise & Apparel

As mentioned previously, SWHAT purchases some form of SWHAG (merchandise) for volunteers each year. SWHAG is something that all volunteers look forward to and provide great benefits to the service in terms of morale, cohesion, and outside interest in the service. Past examples of SWHAG includes hoodies, crewnecks, sweaters, mugs, bucket hats, and more. I will work with the VA executive as well as the entire team to take note of color, size, and other requests. Additionally, SWHAG has been limited in previous years due to budget constraints with our large team size. I will work with the MSU to see what works best for our team and the resources we will be able to access throughout the year.

Physical Promotions

SWHAT will continue to make use of existing physical promotional materials, and I anticipate no major changes or additions. The large banner facing the Mills Plaza and the existing posters posted in high traffic locations across campus all contain updated information to my knowledge. We also have a surplus of rave cards from previous years, most of which only require a small modification to remove one small piece of out-dated information. The pull-up banner purchased last year has been used to great success at our PR events in this past year and will be continue to be used this coming year. The only additional physical promotional material that I can anticipate at this point are posters for event-specific promotions (Walk-A-Thon, Wellbeing Week, etc.) as well as new stickers to be handed out during PR events. I hope to work with EFRT again this year for joint safety-service magnets, as was done in previous years.

Team Management

Executive Management

Creating a cohesive and working executive team environment is of the utmost priority for my role as SWHAT Coordinator. I believe that the attitudes, actions, and commitment that the executive team displays directly translates onto the entire volunteer team, so I am hopeful to foster a strong executive dynamic to set the tone for the rest of the year. So far, I am very happy with our executive team's dynamic, as well as with our ability to work together efficiently.

In terms of meetings, I anticipate that I will be hosting biweekly virtual meetings during the summer, as this is a busier time in terms of setting up the service. We usually schedule meetings about a week in advance at minimum, with meeting minutes documents being sent about 24 hours prior to the meeting. Our meetings will typically consist of some casual conversation to start, followed by updates from each role, items to be discussed by the whole team, and then setting actionable items for next meeting. Come the school year, I anticipate that we will be able to drop off to monthly meetings following the completion of our two major rounds of hiring. As this happens, I also anticipate that I will be meeting more frequently with executives individually, in order to facilitate individual projects such as upcoming PR campaigns and volunteer socials.

From a management perspective, I leave most of the detailed planning for each position up to the executives. I trust each executive to make decisions with the best interests of SWHAT in mind and know that they will possess the best understanding of the fine details of their roles. However, in the beginning of the year, I anticipate being more involved with each role as we figure out how best to approach the role's responsibilities.

By the middle of the fall semester, I believe that most roles will become mostly self-sufficient, with me being available to consult depending on need. I will continue to make myself available throughout the year for executives to ask questions, consult on decisions, brainstorm new ideas, and provide reminders. As the previous coordinator suggested, I have also touched base with each executive to determine how I may best support them (sending reminders, methods of communication etc.) and will be revisiting these through executive check-ins during the year.

Finally, from a team dynamic perspective, I hope to continue many of the traditions that my predecessors have had (icebreaker questions at the beginning of meetings, executive socials, etc.). Ultimately, I am already very happy with our dynamic as a team thus far and have no doubts that each executive will make the most out of their new role.

Volunteer Management

As the SWHAT Volunteer Team (~90 – 100) is quite large, I anticipate that volunteer management will be a significant part of my role as SWHAT Coordinator.

Firstly, I hope to make expectations clear from the very beginning of the year. This means that I will be making shift and commitment expectations clear during the application process as well as during training. Additionally, I will be working closely with the executive team to determine how we want to present ourselves to the team. I hope that, like in previous years, we will be able to create a welcoming atmosphere through the shifts we supervise, thereby enabling volunteers to reach out more comfortably if they have any concerns. At the same time, I hope that we can balance this with the need to be stricter at times, as attendance has been an issue in the past. Both my coordinator predecessors have discussed how difficult this can be to balance, with neither having issued a strike despite issues with attendance (SWHAT uses a three-strike system). While I hope that there will be no need to issue any strikes this year, I am also aware of the difficulties the service sometimes faces because of attendance issues, so I hope to be firmer with expectations this year.

The VL executives and I will also be implementing 3 formal check-ins and 1 informal check-in this year, which we hope will give volunteers more opportunities to check-in with the executive team and influence the service's operations. Volunteers will have an opportunity to choose a specific executive to check-in with if they feel most comfortable this way – otherwise, they will be paired with the same executive each time to help build a stronger and more open line of communication. My hope is that this will allow the executive team to respond to the needs of each volunteer more effectively.

Master Timeline

Month	Tasks
May	<ul style="list-style-type: none"> - Executive Hiring - May@Mac PR Booth
June	<ul style="list-style-type: none"> - Executive Onboarding - Beginning Summer Hiring - SWHAT Year Plan + Executive Year Plans
July	<ul style="list-style-type: none"> - Summer Hiring - Executive Year-Plan Finalization - Initiative Development - Ordering Welcome Week Merchandise
August	<ul style="list-style-type: none"> - Executive Training - Walker Training - Dispatcher Training - Welcome Week PR - Beginning of Operations
September	<ul style="list-style-type: none"> - First-Year Priority Hiring - Video Promotion - Executive Photoshoot/Intros - Ordering Supplies for Bonfire Social - Planning for SWHAT Chocolate
October	<ul style="list-style-type: none"> - First-Year Training - Bonfire Social - Intramural Registration - Check-in #1 - Planning for Walk-A-Thon - Planning for Wellbeing Week
November	<ul style="list-style-type: none"> - Walk-A-Thon - Team Photoshoot - SWHAT Chocolate - Ordering Volunteer Appreciation Cards - SWHAG Planning/Purchasing
	<ul style="list-style-type: none"> - Executive Check-ins

December	<ul style="list-style-type: none"> - Board Games / Movie Night Social - Check-in #2 - Volunteer Appreciation Cards - SWHAT Chocolate
January	<ul style="list-style-type: none"> - Wellbeing Week - Paint Night Social - SWHAG Distribution
February	<ul style="list-style-type: none"> - Meet-the-Volunteers Campaign - Check-in #3 - Provide Executive Transition Report Templates - Ordering Stickers for Walk-for-a-Sticker Campaign
March	<ul style="list-style-type: none"> - Walk-for-a-Sticker Campaign - Ordering Volunteer Appreciation Cards
April	<ul style="list-style-type: none"> - Final SWHAT Social - Informal Check-in - Volunteer Appreciation Cards - Transition Reports Due
Monthly	<ul style="list-style-type: none"> - Obtain executive shift availabilities - Create executive shift schedule - Buy snacks for volunteers on shift - Hold executive meetings

Miscellaneous
