



Possibility Seeds' Courage to Act: Tools and Toolkits

April 2023

Land Acknowledgement

This work is taking place on and across the traditional territories of many Indigenous nations. We recognize that gender-based violence is one form of violence caused by colonization that is still used today to marginalize and dispossess Indigenous Peoples from their lands and waters. We must centre this truth in our work to address gender-based violence on campuses and in our communities. We commit to continuing to learn and take an anti-colonial inclusive approach in all our work. One way we are honouring this responsibility is by actively incorporating the [Calls for Justice within Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#).

About Possibility Seeds

We are a Canadian social change consultancy dedicated to gender justice, equity, and inclusion. We believe safer and more equitable workplaces, organizations and institutions are possible. Learn more about our work at www.possibilityseeds.ca.

Funding Acknowledgement

Courage to Act, a project by Possibility Seeds, was graciously funded by Women and Gender Equality Canada.



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Introduction

Courage to Act's national network consisting of student leaders, survivors, frontline workers, legal experts, union leaders, and post-secondary educators, staff and administrators has developed tools and toolkits to address the gaps in programming, procedures, protocols and policies identified in the vital Courage to Act report (2019). Together, these resources will inform, support and harmonize efforts to address and prevent gender-based violence (GBV) at post-secondary institutions (PSIs) across Canada. To date, 31 tools and toolkits have been released via the [Courage to Act Knowledge Centre](#), and 50 more tools and toolkits will be released by September 2023.

Framework

- **Report:** Courage to Act: Developing a National draft Framework to Address and Prevent Gender-Based Violence at Post-Secondary Institutions in Canada ([English](#)) ([Français](#)).



Current Tools (October 2019 - April 2023)

A Comprehensive Guide to Campus Gender-Based Violence Complaints: Strategies for Procedurally Fair, Trauma-Informed Processes to Reduce Harm

- **Working Group:** Reporting, Investigation and Adjudication (RIA).
- **Description:** We make the case that trauma-informed practice and harm reduction measures strengthen procedural fairness in campus GBV complaints processes (both student and employee). Our Guide maps out specific, concrete strategies to ensure that PSIs incorporate all three at every stage of a complaint. By doing so, they meet their legislated and policy obligations to create a safe and respectful working/learning/living environment.
 - Summary Documents ([English](#)) ([Francais](#))
 - Section 1: Introduction
 - Chapter 1: Introduction to Procedural Fairness
 - Chapter 2: Introduction to Trauma-Informed Practices
 - Chapter 3: Introduction to Harm Reduction
 - Section 2: Complaints Process Design
 - Chapter 4: Creating a Comprehensive Policy Framework
 - Chapter 5: Policy Strategies for the Complaints Process
 - Chapter 6: Personnel, Roles and Training
 - Section 3: Strategies for Practice
 - Chapter 7: Receiving a Complaint
 - Chapter 8: Interim Measures
 - Chapter 9: Investigation
 - Chapter 10: Adjudication, Outcomes, and Appeals
 - Chapter 11: Non-Adjudicative Options for GBV Response
 - Section 4: Unsettled Questions
 - Chapter 12: Privacy and Disclosure
 - Chapter 13: Concurrent PSI and Criminal Processes
 - Chapter 14: Historical Complaints
 - Chapter 15: For Future Research and Leadership

Education and Training Toolkit: Addressing and Preventing Gender-Based Violence at Post-Secondary Institutions

- **Working Group:** Education.
- **Description:** The Education and Training Toolkit is designed to engage and support the work of GBV prevention education at post-secondary institutions. This toolkit offers campus educators a blueprint of prevention education possibilities through in-depth tools, resources, reflection questions, and much more. The toolkit provides six chapters covering various topics related to prevention education. Each chapter is unique and connects to the overarching toolkit:
 - Summary Documents: ([English](#)) ([Français](#))
 - Chapter 1: Reviewing Key Concepts from the Courage to Act Report
 - Chapter 2: Evaluation & Assessment: Gender-based Violence Prevention Education Toolkit
 - Chapter 3: A Needs Assessment Tool for Campus Gender-based Violence Education Prevention
 - Chapter 4: Building and Supporting Education Task Forces at Post-secondary Institutions
 - Chapter 5: Developing Gender-based Violence Education Prevention Action Plans at Post-secondary Institutions
 - Chapter 6: A Workbook for Campus Gender-based Violence Educators

What is the Role of Post-Secondary Institutions in Addressing Student-Instructor Relationships?

- **Description:** In Courage to Act's Comprehensive Guide to Campus GBV Complaints, personal relationships between instructors and students is identified as one in a series of "unsettled questions" requiring a national conversation that considers the intersections of power dynamics, consent, and conflicts of interest. Informed by an expert panel and members of the Courage to Act team, this whitepaper shares perspectives of post-secondary institutions, students, and instructors. It offers four recommendations for post-secondary institutions to address this issue.

Essential Elements for Non-Punitive Accountability: a Workbook for Understanding Alternative Responses to Campus Gender-Based Violence

- **Community of Practice:** Towards a Justice that Heals.
- **Description:** Despite institutional interest in restorative justice practices, many misconceptions remain. There is simultaneously a lack of foundational principles to guide the appropriate use of these practices in campus sexual violence cases and not enough data to support the creation of formalized best practices. As such, the Towards a Justice That Heals: Principles for Non-Punitive Accountability guide will endeavour to more clearly define what non-punitive accountability practices in response to campus sexual violence are—and what they are not—and generate minimum standards to ensure their appropriate use. It complements the tool being created by the Working with People Who Have Caused Harm Community of Practice.

Supporting the Whole Campus Community: A Roadmap Tool for Working with People Who Have Caused Harm

- **Community of Practice:** Working with People Who Have Caused Harm.
- **Description:** This guide includes an Accountability Framework for working with those who cause harm on our campuses. It offers principles, guidelines, and models to help PSIs develop campus-specific accountability processes, support services for people who caused harm, and guidelines to evaluate those processes and services. This tool is meant to be used in conjunction with the Can Justice Heal Community of Practice tool.

Institutional Complaints Processes Learning Hub

- **Community of Practice:** Complaints Processes.
- **Description:** This resource hub includes definitions, key concepts and links to training to guide GBV investigators. It will help ensure their work is trauma-informed and procedurally fair for all involved parties. It complements the tool being created by the Work Community of Practice.

Key Principles of Gender-Based Violence Investigations at PSIs: A Guide for Workplace Investigations

- **Community of Practice:** Work.
- **Description:** This guide identifies the structural principles of knowledge for campus workplace GBV investigations. It is intended for post-secondary institutions to help them identify and evaluate qualified investigators, PSI workplace investigators of GBV cases, and decision-makers receiving and interpreting investigation reports. It forms part of a suite of Courage to Act resources, including the Comprehensive Guide to Campus Gender-Based Violence Complaints (Reporting, Investigation and Adjudication Working Group) and the Complaints Processes Community of Practice Knowledge Hub.

Navigating Power Dynamics and Boundaries as a Graduate Student

- **Community of Practice:** Educators.
- **Description:** Graduate students face unique challenges when confronting GBV because of the nature of their employment on campus and their complex relationships with their supervisors and other tenured faculty. We have developed a peer-facilitated workshop to help graduate students develop practical skills in navigating power dynamics in academia and setting boundaries for healthy relationships. Our tool is designed to reflect the lived realities of diverse graduate student populations, including those who identify as 2SLGBTQ+, BIPOC, and others at an elevated risk of sexual and gender-based violence.

Pathways for Engagement: Institutional and Program-level Considerations to Engage Men and Prevent Sexualized and Gender-Based Violence on Post-Secondary Campuses

- **Community of Practice:** Engaging Men on Campus.
- **Description:** This tool is designed to support PSIs in proactive, positive, and productive ways to engage male-identified people (described in this toolkit as 'men') in GBV prevention work on university and college campuses. This resource is designed to be accessible to any sized institution in Canada. It provides readers with an environmental scan of what work has been or is currently underway in Canada,

identifies some emerging promising practices to promote this work at an institutional level, and provides practical advice on engaging men in programming.

Supporting International Students Affected by GBV: A Customizable Tool for International Students, Post-Secondary Administrators, and Frontline Workers

- **Community of Practice:** International Students.
- **Description:** This customizable FAQ resource guide supports international students studying in Canadian post-secondary institutions who have experienced, witnessed, or perpetrated gender-based and sexual violence. It provides information on accessing services and support, and answers questions about immigration and legal issues that international students may face when disclosing, accessing services, or participating in processes about sexual violence.

Courage Catalysts: Creating Consent Culture on Campus

- **Community of Practice:** Student Organizers.
- **Description:** This vibrant anthology with student stories and advocacy tools builds on a rich legacy of student organizing. It captures our stories of advocating for safer campuses, provides concrete examples for student organizers to be inspired, and gives tools to create change on their campuses. In addition, it is a how-to guide to encourage and support students who would like to get involved in addressing GBV on campus, especially if they are wondering how to begin this work.

Response to Disclosures and Support for People Affected by Gender-Based Violence at Post-Secondary Institutions in Canada: Guidelines for an Evaluation Framework

- **Community of Practice:** Frontline Gender-Based Violence Campus Workers.
- **Description:** This tool is an evaluation framework recommending guidelines to evaluate post-secondary institutions' responses to disclosures and the provision of support when addressing GBV. This framework adopts a Theory-Driven Evaluation model, using a program theory and program logic to guide an integrated monitoring and evaluation plan based on guidelines provided by Markiewicz & Patrick (2016).

Accessing Campus Healthcare: A Workbook for Gender-based Violence Survivors

- **Description:** This workbook includes a checklist for individuals who have experienced GBV and are seeking support from their campus health centres. This checklist is meant for both the patient/client and anyone who may be advocating for or supporting them throughout the process of accessing care.

Promising Practices for Campus Healthcare Professionals Working With Gender-based Violence Survivors

- **Description:** This workbook includes guidelines for providing trauma and violence-informed care to individuals who experience GBV, and is intended for health care professionals including physicians, nurses, nurse practitioners and social workers. It will also be of interest to health educators and health administrative staff serving PSIs.

Responding to Critical Incidents of Sexual Violence at Post-Secondary Institutions

- **Description:** This workbook is designed to assist in creating a well-planned response to a critical incident and details the steps for the Coordinated Response Team before, during and after a critical incident. Both in creating the plan and executing it, the function of the Coordinated Response Team is to Convene, Collaborate, Coordinate, Communicate and Care.

Creating Information-Sharing Agreements Among Stakeholders Responding to Campus Gender-Based Violence

- **Description:** This tool provides an aerial framework and instructions on how to collaborate with other stakeholders on sharing relevant information, both on and off-campus to properly respond to experiences of GBV.

Record-Keeping Guidelines and Reflection Tool for Campus Gender-Based Violence Offices

- **Description:** This tool provides advice and reflection on what, why, and how records are to be kept at a post-secondary institution with respect to GBV. Its major purpose

is to create clarity on who is responsible for keeping such records; who, under certain conditions, has access to such records; and who provides an accurate accounting of gender-based violence cases at post-secondary institutions.

Guidelines on Confidentiality and Reporting: Checklist Tool for Campus Gender-Based Violence Service and Support Agreements

- **Description:** This tool sets the tone and expectations on keeping disclosures of gender-based violence private and confidential before reaching a threshold where such incidents must be reported. Its major purpose is to provide clarity to those who typically receive disclosures of GBV through the establishment of common core principles that were identified through consultation and agreement with communities of practice across the country. The second half of this tool is meant for those who typically receive disclosures of gender-based violence who want to assess their service and support agreements against this checklist tool, which embodies the common core principles mentioned above.

Self-Audit Tool for Practitioners Who Work With People Who Have Caused Harm

- **Description:** Intended to help workers who support people who have caused harm, this tool provides guiding principles to navigate tension and resistance that may arise when working with them. It also offers strategies to centre you during these difficult and sometimes tense discussions. As self-awareness is critical in engaging in this work effectively, this tool provides questions for reflection and a self-audit tool.

Promising Practice Guidelines when Working with Respondents Going Through a Post-Secondary Complaints Processes

- **Description:** This tool offers foundational principles to guide workers who support respondents. This tool contains questions for self-reflection and a values clarification exercise to help you find your solid ground when engaging in this type of work.

Creating a Bill of Rights for Complainants and Respondents During an Adjudication Process

- **Description:** This tool focuses on assisting students, staff, faculty and administration, with step-by-step instructions towards developing a bill of rights for all those that are a party to a PSI's GBV policy. It recognizes that when individuals partake in a process or procedure, they should be guaranteed fundamental rights. Such guarantees not only help to protect all individuals involved in the process, but also the community it serves and the system that administers such processes and procedures.

Unions, Collective Agreements and Institutional Responses to Campus Sexual Violence

- **Community of Practice:** Work.
- **Description:** This tool explains the role of unions in the post-secondary sector and their history in improving workplace rights, equity, and social justice. Unions have a critical role in ending gender-based violence on our campuses because of their unique bargaining power and the legal status of collective agreements. This tool will help union members, administrators, and students understand the intersecting rights and responsibilities of unions and their members to prevent and address gender-based violence in the post-secondary workplace.

Possibility Seeds Podcast

- **Description:** A podcast about gender justice activism in Canada, hosted by Farrah Khan. This season, we're hosting multi-generational conversations between student leaders and long-time activists who inspire us and fuel our belief that positive change is possible.

Unsettled Questions Series

Preventative Information Sharing Between Post-secondary Institutions: Privacy, Human Rights & Safety in the Context of Campus Gender-based Violence

- **Description:** This whitepaper focuses on information sharing between post-secondary institutions, specifically ways that PSIs can avoid "passing the

problem" in cases where there has been a finding of sexual misconduct and the respondent has moved/is moving on to a different institution. Convening a panel of experts, we'll explore the limits to information sharing as set out in privacy laws, collective agreements, and other policies and practices to identify strategies or promising practices for PSIs.

Developing Comprehensive Academic Accommodations and Considerations for Students Affected by Gender-Based Violence at Canadian Post-Secondary Institutions

- **Description:** This whitepaper explores promising practices to mitigate the impacts of GBV trauma on a student's academic experience. It offers a survivor-centred framework for developing academic considerations for PSIs grounded in trauma-informed practice and offers guidance for supporting survivors through other administrative processes.

Francophone Community of Practice Tools

Guide de stratégies pour susciter la mobilisation du personnel en matière de prévention des violences à caractère sexuel / Guide with Strategies to Engage Post-Secondary Staff in the Prevention of Sexual Violence

- **Description:** Cet outil fournit des recommandations essentielles pour engager les différentes catégories de personnel des établissements postsecondaires à prévenir la violence sexuelle et sexiste. Ces recommandations sont fondées sur un examen approfondi de la documentation existante et sur une enquête qui a touché 772 membres du personnel de ces établissements à travers le Canada.

This tool provides critical recommendations for engaging different categories of post-secondary institution staff to prevent sexual and gender-based violence. These recommendations are based upon a thorough review of the existing literature and a survey that reached 772 PSI staff across Canada.

L'évaluation de l'engagement du personnel dans les initiatives pour contre la violence fondée sur le genre / Evaluation of Staff Engagement In Initiatives to Address Gender-Based Violence

- **Description:** Cet outil d'évaluation a pour but d'aider à mesurer le niveau d'engagement du personnel et du corps enseignant des établissements d'enseignement supérieur dans la prévention de la violence genrée.

This evaluation tool is intended to help measure the level of engagement in GBV prevention of staff and faculty at PSIs.

Rapport détaillé sur la mobilisation du personnel des établissements d'enseignement postsecondaire en matière de prévention des violences à caractère sexuel

- **Description:** Le courage d'agir lance un nouvel outil portant sur la mobilisation du personnel en matière de prévention des violences sexuelles en milieu d'enseignement supérieur. Ce rapport détaillé permet de faire un survol des défis et des obstacles auxquels fait face le personnel enseignant en matière de prévention. Il dresse un état de situation et propose des recommandations avec comme objectif principal de susciter une discussion sur l'engagement du personnel au sein de nos établissements d'enseignement postsecondaire quant à la prévention des violences sexuelles.

Other Courage to Act Tools and Resources

- #ConsentIsNotCancelled: Promising Practices from the National Skillshare on Online Gender-Based Violence Prevention Education.
- Taking Courageous Action: Recommendations and Resources for PSIs to Address GBV on Campus.
- Agir avec courage : Recommandations aux établissements d'enseignement postsecondaire pour prévenir et contre la violence fondée sur le genre sur les campus.
- Answering Calls For Justice Within PSIs (National Inquiry On Missing And Murdered Indigenous Women & Girls).

- Rendre justice aux femmes et aux filles autochtones disparues et assassinées au sein des établissements d'enseignement postsecondaire.
- National Database of Campus Sexual Violence Support and Prevention Offices.
- Environmental Scan of Relevant Gender-Based Violence Policies and Law for Canadian Post-Secondary Institutions.
- Solidarity, Collective Care & Sustainability: Responding to Gender-Based Violence.
- Résistance à la violence fondée sur le sexe et le genre : solidarité, prendre-soin et persévérance.
- Resources For Gender Justice Advocates To Challenge Anti-Black Racism.
- Resources For Gender Justice Advocates To Challenge Anti-Asian Hate.
- Resources For Gender Justice Advocates To Affirm And Support 2SLGBTQIA Gender-based Violence Survivors On Post-secondary Campuses.

Forthcoming Tools (May 2023 - September 2023)

GBV Community Risk Assessment Tool

- **Project:** Community Risk Assessment Research-to-Action.
- **Description:** We have created the very first evidence-based tool to assess the risk of individuals where a complaint of GBV has been made at a PSI. This free practical tool is intended for all support providers on campus, including peer support workers, sexual violence office staff, and on-campus counsellors and psychiatrists. It assesses community risk in a survivor-centred, and trauma and violence-informed manner.

Sexual Harassment in Experiential Learning Research-to-Action Project

- **Tools:** Our suite of tools will include policy and protocol recommendations, legislative amendments, and guides for students, employers, and PSI staff.
- **Description:** Students participating in internships, practicums, placements, co-op, and other experiential learning contexts are uniquely vulnerable to sexual harassment. This research-to-action project seeks to understand this issue and create strategies, resources, and tools for post-secondary institutions, staff, students, and employers. We are leading the very first national project looking at sexual harassment faced by post-secondary students in experiential learning.

Use the Right Words

- **Tools:** 1 main guide and 12 accompanying guides
 - Use The Right Words: Media Reporting on Sexual Violence in Canada
 - Use the Right Words: Media Reporting on Coercive Control and Psychological Abuse
 - Use the Right Words: Media Reporting on 'Revenge Porn'
 - Use the Right Words Checklist for Reporting on Economic Abuse
 - Use the Right Words Checklist for Reporting on Mass Murder
 - Use the Right Words Checklist for Reporting on Femicide
 - Use the Right Words Checklist for Reporting on Neglect
 - Use the Right Words Checklist for Reporting on Sexualized Violence

- Use the Right Words Checklist for Reporting on Stalking
- Use the Right Words Checklist for Reporting on Domestic Violence
- Use the Right Words Checklist for Reporting on Child Sexual Abuse
- Use the Right Words Checklist for Reporting on Harassment
- Use the Right Words Checklist for Reporting on MMIWG2S+
- **Description:** Use the Right Words: Media Reporting on Gender-Based Violence in Canada including guides for communications professionals, journalists and media professionals to discuss these topics from a trauma-informed framework. The guides explore in-depth approaches to frameworks, language and imagery that will prevent those working in communications and media from perpetuating additional harm when discussing instances of gender-based violence.

Be BRAVE: A Model for Responding to Disclosures of Sexual Violence


- **Description:** It can be hard to know how to respond when someone tells you they have been subjected to sexual violence. BRAVE is a model developed by Farrah Khan to attend to these disclosures, and support people in supporting survivors. BRAVE is a model for anyone to use when someone in their life discloses. It stands for Begin by Listening, Respect Confidentiality, Ask what support looks like, Validate, and Empathize.

Acknowledge, Respond and Connect with Supports Model for Addressing Disclosures of Sexual and Gender-Based Violence in Professional Settings

- **Description:** Possibility Seeds developed the ARC mode as a complement to the BRAVE model, specifically to support people in professional roles in responding to disclosures at work. Teachers, employers, professors, and other professionals often face limitations such as confidentiality in how they can respond. ARC stands for Acknowledge, Respond, and Connect.

Addressing Trauma Exposure in the Post-Secondary Workplace

- **Description:** Trauma exposure refers to the impacts that the daily exposure to trauma can have on frontline workers' emotional, physical, and spiritual wellness.



GBV frontline workers at Canadian PSIs experience high levels of trauma exposure, and this is amplified through organizational labour practices. This whitepaper explores promising practices, on an individual and institutional level, to address and prevent trauma exposure in frontline GBV workers at PSIs.

Intake Tool for Frontline GBV Workers

- **Description:** This resource is designed to assist frontline GBV support staff at PSIs in conducting intakes with community members affected by gender-based violence. Included in this resource are guiding principles for conducting intakes along with a data collection tool and sample intake package. This resource is designed to be adaptable to reflect the unique nature of this work within post-secondary institutions and the diverse needs of the people accessing support.