

Minutes of the 1288th meeting of the Hart House Board of Stewards held on Thursday, January 18th, 2018 at Hart House, South Dining Room.

- Present:
- Ms. Holly Luffman (Chair)
 - Mr. John Monahan (Warden)
 - Ms. Beth Ali (Presidential Appointee)
 - Mr. Richard Bingham (Senior Members Committee Steward)
 - Ms. Chiara Cautillo (RA&W Committee Senior Member)
 - Mr. Ken Davy (Governing Council Appointee)
 - Ms. Edie Guo (Farm Committee Steward)
 - Mr. Adrian Huntelar (UTSU Appointee)
 - Ms. Coco Lee (Theatre Committee Steward)
 - Mr. David Newman (President [ex-officio] Designate)
 - Ms. Dhvani Ramanujam (Social Justice Committee Steward)
 - Ms. Ce Shang (Music Committee Steward)
 - Ms. Kaitlyn Simpson (Literary & Library Committee Steward)
 - Mr. Yuki Takaki (Finance Committee Steward)
 - Ms. Pearl Xu (RA&W Committee Steward)
- Guests:
- Ms. Michelle Brownrigg (Senior Director, Co-Curricular Education & Chief Program Officer)
 - Mr. Jasper Chen – Student Voting Member – Finance Committee
 - Ms. Lynsay Henderson (Co-ordinator, Information, Registration and Member Services)
 - Mr. Paul Lindblad – Governing Council Representative on the Finance Committee
 - Ms. Suzanne MacIntyre (Director, Finance)
 - Ms. Aron Mohr (Interim Director of Events, Meeting & Event Services)
 - Ms. Jennifer Mondejar (Recording Secretary)
 - Ms. Jen Newcombe (Director, Integrated Learning and Community Engagement)
 - Ms. Kelly Schnurr (Senior Project Manager, 100th Anniversary)
 - Mr. Peter Wambera (Senior Development Officer)
- Regrets:
- Ms. Susan Blight (Presidential Appointee)
 - Mr. Leo Jose Uribe Castano (GSU Appointee)
 - Ms. Angela Gu (Literary & Library Committee Steward)
 - Ms. Aceel Hawa (Debates & Dialogue Committee Steward)
 - Mr. Mathias Memmel (UTSU Appointee temporary)
 - Mr. Jose Wilson (UTMSU Representative)
 - Ms. Chloe Yin (Art Committee Steward)
 - Ms. Jackie Zhao (APUS Appointee)

1. Welcome and Introduction

The Chair opened and thanked everyone for attending. She also wished everyone a Happy New Year.

2. Approval of the Agenda

The Chair asked if there were any amendments to be made to the agenda and none were presented. The following motion to approve the Agenda was made by Coco Lee and seconded by Adrian Huntelar, and carried unanimously by all present voting members of the Board of Stewards:

THEREFORE, BE IT RESOLVED THAT the January 18th, 2018 Board of Stewards Meeting Agenda be approved as presented.

3. Approval of the minutes of the 1287th Meeting

The Chair asked if there were any amendments to be made to the minutes and none were presented. The following motion to approve the minutes of the previous Board of Stewards meeting was made by Ce Shang and seconded by Pearl Xu, and carried unanimously by all present voting members of the Board of Stewards:

THEREFORE, BE IT RESOLVED THAT the Minutes of the 1287th meeting be approved as presented.

4. Budget Approval (Yuki Takaki, Finance Committee Chair and Suzanne MacIntyre, Director of Finance)

Yuki Takaki (YT) and Suzanne Macintyre (SM) presented the Hart House 2018-2019 Operating Budget. They noted that the formal Budget approval process starts in December with careful, line-by-line scrutiny of all expenses and revenue by the Hart House Finance Committee. YT advised that the Finance Committee had ultimately voted upon the budget at its meeting of January 16, 2019, where it was passed unanimously. After the Board of Stewards votes on the budget, it will be presented to the Council on Student Services (COSS) and, where it will also be voted upon on February 12, and the Service and Ancillary Review Group (SARG), where it will be presented and subject to questions on February 2. Hart House is the only unit at the University of Toronto whose budget must be reviewed by both committees. The Hart House budget is then ultimately presented to the University Affairs Board (UAB) for consideration and approval at its March meeting.

SM explained that Hart House is requesting only a 3.5% increase in students' compulsory non-incident fee for Hart House, from last year's figures, even though the House is entitled to seek a 9.56% increase based on the University of Toronto's "Protocol" concerning non-incident student fees. Hart House has been working aggressively to increase revenue from its business operations with a goal of decreasing the relevant portion of its budget for which it relies on student fees to no more than 50% by the conclusion of the House's 5-Year Strategic Plan, which is in place until 2020-20201. The proposed operating budget for 2018-2019 anticipates that student fees will comprise 51% of the House's total budget, with business revenue accounting for the remaining 49%.

Chiara Cautillo (CC) asked about the removal of temporary fees that SM mentioned during her presentation. The Warden explained that there two fees charged to students under the aforementioned "Protocol": the CPI (Consumer Price Index) and the UTI (University of Toronto Index). Any year in which the Council on Student Services defeats the budget of a student service (i.e. Hart House, KPE, or

Student Life), the Protocol enables UAB to decide to implement the lesser of the CPI or the UTI increase on a permanent basis, and the greater of the two for a temporary period of time (i.e. 3 years). The temporary fee that was imposed on students' Hart House fee for the 2014-2015 academic year will be lifted at the end of the 2017-2018 budget year.

Coco Lee (CL) asked if such a conservative proposed increase (i.e. 3.5% out of a potential 9.56% increase) is in keeping with what COSS typically approves. The Warden answered that COSS has typically not approved the budgets for any of the student services, but that each year was different, and that he was very pleased with the quality of the interactions that he and his colleagues had been having with the student members of COSS this year.

Edie Guo (EG) asked about Hart House's investments and who manages them. The Warden advised that University of Toronto manages Hart House's investments centrally.

Adrian Huntelar (AH) asked how does Hart House stack up to industry standards with regards to generating revenue. Paul Linblad answered that Hart House is a very unique enterprise and that no easy comparison can be made.

SM described some of the House's hard costs, including salary payments, software and data processing, critical facility renewal, etc.

CC asked when collective agreements for Hart House staff members are due for renewal. JM advised that they had just recently been renewed and that the resulting 3-year agreements would be in place until 2020.

Ce Shang (CS) asked SM to explain why there was a downward trend on software expenses. SM explained that the majority of the work to bring the website up to AODA standards had been covered by the 2017-2018 budget. The downward trend of the expenses reflects the decrease in the work needed in subsequent years.

AH asked who has oversight for use of the Hart House Emergency Fund Reserves. The Warden advised that Hart House would only ever access those funds with the concurrence of central administrators of the University, including the Chief Financial Officer.

At the conclusion of the presentation, the following motion was made by Yuki Takaki and seconded by Coco Lee:

THEREFORE, BE IT RESOLVED THAT THE 2018/2019 Operating Budget and 5 year Fiscal Plan be approved as presented.

The motion was carried unanimously by all those voting members of the Board present.

5. Hart House Elections (John Monahan, Warden)

The Warden introduced a 3-part motion concerning Hart House Elections for the 2018-2019 school year.

He advised that the first part of the motion concerned a document entitled *Committee Student Chair Elections: Process and Protocols*, dated January 18, 2018. Each year, this document, or a variation of it, came before the Board of Stewards for reconsideration and approval. The Warden was proposing minor wording changes so that the document would remain evergreen until such a time as the document is either amended or replaced by a vote of the Board of Stewards.

The second part of the motion referred to the creation of the Hart House Elections Commission. That Commission would be comprised of the Chair of the Board of Stewards, who will serve as the Chief Returning Officer, and two non-returning student members of Hart House Committees, to be recruited by the Chair, who will serve as Deputy Returning officers.

Finally, the Warden explained that the third part of the motion was to ensure that the elections to select the next year's Student Committee Chairs would take place across the St. George, UTM, and UTSC Campuses in March 2018. All University of Toronto Students may vote in these elections. To be eligible for consideration, all potential student chairs must have served in some capacity with a Hart House Committee for a minimum of one year.

The following 3-part motion was duly made by the Warden and seconded by Coco Lee, and carried unanimously by all present voting members of the Board of Stewards:

(i):

THEREFORE, BE IT RESOLVED THAT the document entitled Committee Student Chair Elections: Process and Protocols, dated January 18, 2018, as APPENDED, be adopted to govern the election of Student Chairs of Hart House Committees for 2018-2019, and for all subsequent years until such a time as the document is either amended or replaced by a vote of the Board of Stewards.

(ii):

THEREFORE, BE IT RESOLVED THAT the Board of Stewards approve the appointment of the 2018 Hart House Elections Commission to be comprised of the Chair of the Board of Stewards, who will serve as Chief Returning Officer, and two non-returning student members of Hart House Committees, to be recruited by the Chair, who will serve as Deputy Returning Officers.

(iii):

THEREFORE, BE IT RESOLVED THAT the 2018 Hart House Elections Commission hold University-wide elections to select the Student Committee Chairs for the 2018-2019 academic year before the end of March 2018.

6. Committee Presentations

a. Music Committee (Michael Johnston , Co-Chair and Monica Filiks, Co-Chair)

The Music Committee stands on the four pillars of Student Engagement, Cultural Exploration, Education and Networking, and Partnership Development. Monica Filiks (MF) gave an overview of the Committee's activities in the last semester including: Open Mic Nights, Stages Series, Sunday Concerts and Music and Therapy Colloquium. Michael Johnston (MJ) followed by giving an overview of their current initiatives including their upcoming partnerships with other Hart House Committees, a university-wide Open Mic series, walking musical tours of Yorkville and the St. George Campus, and lastly, the upcoming Music Industry Panel. MJ also described the Committee's new Wavelength internship, its new website and a social media re-vamp.

7. Warden's Report

JM directed the Board's attention to the written summary of departmental highlights that was circulated at the meeting. This document underlined several of the ongoing issues, opportunities and activities of the House. (Appendix B)

Following this, the Warden provided an update on several broader initiatives and achievements that were not included in the written report. These included:

1. Key Events:

- i. The Hancock Lecture scheduled for January 23rd, 2018. Chizoba Imoka will present a lecture entitled: **Black and Educated? Unveiling the Contradictions & Redesigning the Future.** The Warden also provided an update on Hancock Related Programs. (Appendix C)
- ii. Night of Ideas is being held on January 25th. This all-night cultural event, focused on the theme of sleep, is a collaboration between Hart House, the Art Gallery and the Cultural Services of the French Embassy
- iii. The second installment of the 2017-2018 Hart House Global Commons is scheduled for February 1st. The Warden encouraged the Board Members to get their tickets if they have not already done so.

2. Academic Partnerships: Forming win-win partnerships with academic units across the University is a growing priority for the House, and helps to fulfil the University's experiential education mandate. Currently, the House is working with 10+ academic units in developing or delivering course-related programming.

3. Sales and Marketing Strategy: Hart House is currently working with the Health Systems Group (HSG) to increase revenue in the Fitness Centre by selling additional fitness memberships, improving the retention of non-student members and increasing the cross-selling and up-selling of House services.

4. Customer Services Strategy: Hart House aims to deliver a superlative customer service experience to all stakeholders. To that end, the House has signed a contract with the Training Bank to provide House-wide customer service training. Surveys are currently being developed and interviews are currently being set up with a projected House-wide roll out in Winter/Spring 2018.

5. Branding and Marketing Strategy: Hart House is continuing to work with SOS Digital, and anticipates the release of the new Hart House brand before the spring. In the meantime, SOS Digital is undertaking "branded awareness" surveys for Hart House to establish the baseline awareness of Hart House across a number of different cohorts.

6. Business Planning 2018-2019: Hart House staff have begun internal and external consultations with departmental plans due by March 31st and the final House plan due by April 30th.

7. Application Deadlines: The Warden mentioned a number of upcoming deadlines for Awards and Nominations in the House. These were:

- a. "Women in the House" (January 26)
- b. Committee Chair Nominations (February 5)
- c. Audrey Hozack Leadership Award (February 12)
- d. Student Engagement in the Arts Awards (February 15)

8. Other Business & Announcements

There was no new business and no announcements.

9. Next Meeting

The next Board of Stewards meeting will be held on February 15, 2018 at the University of Toronto Mississauga Campus, Deerfield Hall, Room DH 3050.

A UTM Shuttle will be leaving from Hart House at approximately 3:35pm on Thursday. This should provide for an arrival at UTM at approximately 4:35pm.

The pre-meeting reception will start promptly at 5:00pm, to be followed by the meeting at 5:30pm.

10. Adjournment

The meeting adjourned at 7:18pm.

Chair

August 28, 2019

Recording Secretary

Appendices

Appendix A: BOS Budget Presentation (Suzanne Macintyre and Yuki Takaki).

Appendix B: Hart House Departmental Report (John Monahan).

Appendix C: Warden's Remarks (John Monahan).