

Minutes of the 1314th meeting of the Hart House Board of Stewards held on Thursday, April 1st, 2021, on Zoom video conferencing.

- Present:
- Mr. Terry Gardiner (Chair)
 - Mr. John Monahan (Warden)
 - Ms. Amy Intrator (Recording Secretary)
 - Ms. Audrey Rochette (Presidential Appointee)
 - Ms. Beth Ali (Presidential Appointee)
 - Mr. David Kim (Governing Council Appointee)
 - Mr. David Newman (President [*ex-officio*] Designate)
 - Ms. Dhanya Dass (Steward, Theatre Committee)
 - Ms. Emily Jin (Steward, Art Committee)
 - Mr. Ian Browne (Steward, Farm Committee)
 - Mr. Josh Allen (Steward, RA&W Committee)
 - Ms. Martina Facchin (Steward, Social Justice Committee)
 - Mr. Matthew Lee (Steward, Literary and Library Committee)
 - Mr. Mussa Marashi (APUS Appointee)
 - Mr. Nicolas Sartor Campos (Steward, Finance Committee)
 - Ms. Noha Farawi (UTMSU Representative)
 - Ms. Sanaya Rau (Steward, Debates and Dialogue Committee)
 - Ms. Tara Behruz (Steward, Music Committee)
 - Ms. Terese Pierre (Steward, Senior Members Committee)
 - Mr. Tyler Riches (UTSU Appointee)
- Guests:
- Ms. Alexa Ballis (Incoming President, UTSU)
 - Ms. Andrea Wasserman (Manager, Marketing & Communications, Revenue & Brand)
 - Ms. Aron Mohr (Director, Hospitality Services)
 - Ms. Calista Barber (Incoming Chair, Finance Committee)
 - Ms. Davina Chan (Senior Director, Marketing, Communications and Information Services)
 - Mr. Dylan Donavin Alfi (Incoming Chair, Social Justice Committee)
 - Ms. Ida Mehrdadi (Incoming Chair, RA&W Committee)
 - Ms. Jenifer Newcombe (Director, Strategic Initiatives)
 - Mr. Jimmy Cheung (Director, Facilities & Capital Projects)
 - Ms. Kimia Karachi (Incoming Chair, Theatre Committee)
 - Mr. Marco Adamovic (Program Coordinator, Learning & Community)
 - Ms. Michelle Brownrigg (Senior Director, Chief Program Officer)
 - Ms. Rachel Shi (Incoming Chair, Finance Committee)
 - Ms. Sherry Kulman (Senior Director, Chief Administrative Officer)
- Regrets:
- Ms. Danielle Karakas (GSU Appointee)
 - Mr. J. Luke Kim (Senior Member, RA&W Committee)
 - Ms. Sarah Mohamed (SCSU Representative)

The Chair began the meeting with the Statement of Acknowledgement of Traditional Land. The Chair welcomed all incoming Stewards and Student Union Representatives attending this “cross-over” meeting with outgoing and incoming Board of Stewards members. The Chair reminded the group that incoming members of the 2021-22 Board of Stewards are attending this meeting as guests and only current members of the 2020-21 Board of Stewards will have voting privileges at this meeting.

1. 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 Nicolas Sartor Campos, seconded by Josh Allen, and carried by voting members of the Board of Stewards, with two abstentions:

THEREFORE, BE IT RESOLVED THAT the April 1st, 2021, Board of Stewards Meeting Agenda be approved.

2. Approval of the Minutes

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 Dhanya Dass, and seconded by Audrey Rochette, and carried by voting members of the Board of Stewards, with two abstentions:

THEREFORE, BE IT RESOLVED THAT the Minutes of the 1313th meeting be approved as presented.

3. Introduction to the Committee on Budgets (Michelle Brownrigg, Senior Director of Co-Curricular Education)

Michelle Brownrigg introduced herself as Hart House’s Chief Program Officer and a supervisor of the Hart House Committee on Budgets. Each year, Hart House Standing Committees take part in an activity and budget planning process. Hart House continues to adapt this process to the uncertainty of the current public health situation.

At the final Board of Stewards meeting of each year, the Hart House Committee on Budgets (CoB) is struck for the upcoming year. The CoB is supervised by Hart House’s Director of Finance and Chief Program Officer and co-chaired by the Student Chair of the Finance Committee and one other committee member. The CoB consists of representatives from various Hart House Standing Committees. These representatives are tasked with reviewing the budgets and activity plans of each Hart House Standing Committee and providing recommendations based on plans and funding requests.

MB then highlighted major milestones in the CoB process:

- April 2021: Board of Stewards Approves the Establishment of the Committee on Budgets;

- May & June 2021: Standing Committee Chairs and Treasurers Attend Mandatory Activity and Budget Planning Sessions (open to all Standing Committee members);
- Late June 2021: Standing Committee Chairs Submit Proposed Activity Plans and Budgets;
- Late June 2021: Standing Committee Chairs and Treasurers Present Proposed Budget and Activity Plans to the Committee on Budgets;
- July 2021: Committee on Budgets Reviews and Conditionally Approves Budgets and Activity Plans;
- Sept 2021: Board of Stewards Officially Approves Budget Allotment Recommended by the Committee on Budgets.

The process is always responsive to contextual considerations, including the current uncertainty about the level of in-person programming permitted in the year ahead.

This process is grounded in Hart House's Strategic Plan and embeds the strategic priorities of Reputational, Experiential, and Operational Excellence. Hart House programming is focused on engaging students of the University with a focus on engaging those from traditionally underrepresented groups including students who identify as Indigenous, Black, Racialized, LGBTQ2S+, or with a relationship to disability. Programming is intended to engage students from all three campuses, including part-time and full-time, graduate and undergraduate, domestic and international students. Programming focus spans the arts, dialogue, wellness and community.

This year, the activity and budget workshops will include representatives from student unions at all three campuses in order to provide space for these representatives to share their own program priorities and share what is most important for the constituents of their groups. This feedback will inform the planning process for each Hart House Standing Committee.

For the full presentation, see Appendix A.

MB welcomed any questions about the CoB process.

Matthew Lee asked if the timeline had been moved forward from last year, as last year the budget presentations took place in July.

MB responded that the workshops had been moved earlier but the "pitch day" is occurring around the same time as last year. By moving the workshops earlier, the hope is to provide more planning time for incoming Committee Chairs and Treasurers to plan for the year ahead, especially since there is still a great deal of uncertainty about in-person programming in the year ahead. Last year, Committees needed to draft both a plan for virtual-only programming and hybrid programming (combining in-person and virtual programs), and the higher budget was the allotment that was formally approved. This year, Committees will once again create two budgets, for hybrid and virtual-only programming.

4. Motion on the creation of the 2021/22 Committee on Budgets (John Monahan, Warden)*

The Warden introduced the motion to create the Committee on Budgets for 2021/22.

The Warden noted that, as stated by Michelle Brownrigg, one Co-Chair of the Committee on Budgets will be the incoming Student Chair of the Finance Committee, Rachel Shi. The second Co-Chair can be selected at the CoB's first meeting from the pool of representatives from Hart House's various Standing Committees.

Tyler Riches asked how the student union representatives play a role in the Committee on Budgets process, aside from voting on the Committee on Budget's recommendation for budget allotment at the September Board of Stewards meeting.

MB responded that the Committee on Budgets is composed of representatives from the Hart House Standing Committees, but Committee members have expressed that they would like to have more direct lines of communication with the student union representatives from all three campuses to understand the priorities of students better. We have changed the CoB process this year to invite student union representatives from all three campuses to speak during the budget and activity planning workshops in order to connect students to these representatives earlier in the process and invite more peer-to-peer engagement.

MB added that members of Hart House Standing Committees will receive an email shortly with more information about the budget and activity planning process and an invitation to take part in the Committee on Budgets this year. MB thanked Nicolas Sartor Campos for his leadership as the Finance Committee Chair and the Committee on Budgets Co-Chair the past two years.

The following motion was made by the Warden and seconded by Nicolas Sartor Campos:

THEREFORE, BE IT RESOLVED THAT the 2021/22 Committee on Budgets be created.

The motion was carried by present voting members of the Board of Stewards with one abstention.

For the full motion, see Appendix B.

5. Hart House at the University of Toronto Scarborough Campus (Marco Adamovic, Program Coordinator, Learning and Community)

Marco Adamovic introduced himself as a Program Coordinator in Hart House's Learning & Community team, as well as the UTSC Liaison for Hart House. Before the pandemic, Hart House had staff embedded at UTSC and UTM one day per week, but even without this physical presence, Hart House continues to partner with both campuses on a variety of virtual programming. Since virtual programming is less restricted by geographical barriers, Hart House has been able to engage tri-campus partners in new ways this past year.

Hart House is committed to building co-curricular relationships with our tri-campus partners. Hart House regularly collaborates on programming with both the Scarborough Campus Student Union (SCSU) and the UTSC radio station “Radio FWD.”

Hart House also works with a variety of faculty and staff partners at UTSC including the Office of Student Experience and Wellbeing; the Equity and Diversity Office; Toronto Pan-Am Sport Centre, and more. Hart House works with staff and faculty to provide both co-curricular and curricular opportunities. Currently, Hart House staff are working with the Department of Arts, Culture and Media to explore embedding Hart House programming in-class (e.g. guest lectures, panel discussions). Many of the arts-based collaborations build on existing Hart House Hip Hop Education initiatives.

UTSC is also deeply involved in the planning and facilitation of Hart House Global Commons programs. In 2020-21, UTSC represented 19% of participants across the four Global Commons programs. UTSC students represented 40% of this year’s Global Commons planning committee. Hart House continues the work with UTSC on partnered Global Commons programming, and UTSC is part of exploratory discussions about building a larger partnership, “Global Classroom for Democracy Innovation,” which would involve partners around the world.

Hart House also works with UTSC through the “Good Ideas Fund,” which allots Hart House funding to successful student-run initiatives. In 2020-21, Hart House funded a couple of larger UTSC student-run events including the International Development Conference and the Amnesty International Cultural Concert. Overall, in 2020-21, UTSC represented 15% of funded projects through the Good Ideas Fund. Two UTSC students in the arts management program were a part of the student committee that adjudicates the Good Ideas Fund and helps decide which projects receive funding.

In 2021-22, Hart House worked with UTSC on a variety of Virtual Hart House programs. As part of Hart House’s Hip Hop Education programming, Hart House held 17 Producers Circle sessions, where UTSC students represented 40% of overall participants. Hart House facilitated a Zine-Making workshop with SCSU as part of their “16 Days of Activism” programming, the event was attended by 25 students. UTSC students participated in a variety of Hart House virtual programming including the Virtual Board Game Cafes, a Virtual Background Workshop, U of Tea Talks, and more.

Upcoming virtual programming with UTSC includes additional Producers Circle sessions (a program that Hart House began at the UTSC campus) and an additional Global Commons program (May 27). Hart House continues to work with UTSC partners on building relationships, working towards collective goals, and raising Hart House’s profile within the UTSC community.

For the full presentation, see Appendix C.

The Warden added that Hart House has received great support from UTSC staff, faculty and students, especially over the past few years. The relationship between Hart House and UTSC has become more mutually reinforcing and supportive, and we are thrilled to be a part of the many amazing initiatives coming out of UTSC. A lot of this great programming has stemmed from Marco’s relationship building with UTSC partners over the past years.

MA added that as students in Standing Committees begin to work on their activity plans for 2021-22, he is happy to discuss ideas around tri-campus programming with UTSC.

6. Committee Presentations

a. Debates and Dialogue Committee (Sanaya Rau, Steward, Debates and Dialogue Committee)

Sanaya Rau introduced herself at the Steward of the Hart House Debates and Dialogue Committee. The Committee is composed four (4) sub-committees, each with a specific focus: Arts & Culture, Politics & Law, Business & Science, and the Alumni & Keynote. Each sub-committee plans events related to their focus area. The Committee was founded in 1919 to protect and uphold the principles of free speech and debate in Canada. Today, the committee provides students with opportunities to discover and develop their capacity for leadership, self-expression and communication. The Committee organizes events that explore the issues of the day, and supports the Hart House Debating Club in their outreach and events.

The Committee's goals for 2020-21 include:

- Building Tri-Campus Engagement: The Committee has worked to spread the word about engagement opportunities for students on all three-campus. The Committee is focused on building tri-campus representation within the Committees' leadership, as well as among event participants. Next year, the Committee will be led by Co-Chairs, one of whom is a UTM student.
- Expanding Community Engagement: The Committee added a "Community Engagement" Sub-Committee, which developed training materials and five 45-minute modules for 40 Grade 7 and 8 students at Montcrest School. The modules focused on building a social action campaign. The Committee is working on a communications plan to reach out to other community partners and promote this work more widely.

The Committee hosted several virtual events in 2020-21, these included:

1. [Global Health in Times of Crisis](#) (Sept. 2020);
2. [Defund the Police: Reinvesting in Our Communities](#) (Oct. 2020);
3. [Lockdown: Navigating Through the Science, the Economics, and the Misinformation](#) (Oct. 2020);
4. [The University of Tomorrow: Re-Evaluating Higher Education in a Pandemic-Stricken Society](#) (Nov. 2020);
5. [Creativity Through Crisis](#) (Feb. 2021);
6. [China's Uyghur Concentration Camps: The Ignored Genocide](#) (Mar. 2021);
7. [Alumni Debate: "Be It Resolved That the Idea That Life Must Have Meaning is Regrettable"](#) (Mar. 2021);

With the challenges of moving online this year, the Committee has been reflective and responsive to Hart House's goal of providing meaningful opportunities for engagement outside the classroom. The

Committee provides the opportunity for students to get hands-on experience planning and facilitating events, even if those events are virtual for the time being. Moving forward, the Committee is exploring how to diversify the format of events beyond the panel format. Diversifying format will allow for more engaging and accessible programming for students. New programs under consideration include a book club and a virtual cooking class where the instructor has expertise on the history of the cuisine.

SR concluded that she will be graduating this year and she has been honoured to be a part of the Committee, and looks forward to attending future Committee events as an alumni.

For the full presentation, see Appendix D.

MB asked if there were recordings of the Committee events for those who were not able attend the live presentation. Recorded events provide great opportunities to engage students in programming that can be viewed anytime and anywhere.

SR responded that the events were recorded, and she will follow-up with Committee leadership to see where the videos can be viewed.

The Chair commented that it is remarkable that the Committee was able to organize so many events in the current virtual environment. He asked if SR had any recommendations or any learnings to share with incoming Committee members.

SR responded that even with the online format, participants were still engaged in programming. Sometimes, participants were even more involved when the program was delivered online, as there wasn't the fear of asking a question in front of a large in-person audience. SR recommended finding ways of making events more inclusive, especially as we move back to in-person programming in the future.

7. Warden's Report

The Warden began his presentation by thanking Sanaya Rau for her presentation and noting the incredible community engagement work that all student-led committees have been a part of this year. From workshops to special resources, committees have been integral to supporting the access and community engagement work led by Hart House's Danielle Dinunzio.

The Warden then reminded the members of the Board of Stewards that there will not be a written summary of departmental highlights this month. Instead, as part of the Warden's presentation, he will share highlights from each department of Hart House focused on challenges and adaptations during this pandemic year (March 2020 to March 2021). Before these departmental highlights, the Warden shared some general Hart House updates:

- i. **Terms of Reference:** Students from several Hart House Standing Committees have now submitted updated draft Terms of Reference, which are currently under review. The Hart House leadership team is adapting these templates for those Committees with unique membership structures (e.g. Finance Committee, Recreational Athletics and Wellness

- Committee, Community Members Committee). Updated templates and next steps will be discussed with incoming Committee leaders in the coming weeks.
- ii. **Staffing Update:** Hart House's Director of Finance, Suzanne Macintyre, will be leaving Hart House on April 30, 2021, as she takes on the position of CAO at Innis College. Suzanne has helped revitalize Hart House's Finance department over her past seven years in the role. Hart House has already begun the search for the next Director, and in the interim, Duc Pho will serve as Acting Director of Finance.
 - iii. **Student Surveys:** The University has sent students invitations to participate in several surveys including the Student Experience at the Research University Survey (SERU), the Graduate Student Experience in the Research University Survey (gradSERU), and the Multi-Institutional Study of Leadership Survey (MSL). For more information on the surveys and prizes, visit uoft.me/listening.
 - iv. **Virtual Hart House Engagement:** This February, Hart House tracked high engagement across virtual programming including 2,656 participants in live programs and 4,586 viewers/listeners of anytime programming. Over 1000 participants took place in virtual fitness programming alone.
 - v. **Departmental Highlights (Mar. 2020 – Mar. 2021):**
 - a. **Access and Community Engagement:**
 - i. **Challenge:** Adapting youth programming previously based on in-person community building;
 - ii. **Innovation:** Sending e-gift cards and supply lists to ensure partners could access supplies remotely for program activities.
 - b. **Advancement:**
 - i. **Challenge:** Offering 1:1 mentorship program previously grounded in large group events and face-to-face meetings;
 - ii. **Innovation:** Creating a fully digital program with 1:1 meetings and group events, and *tripling* program participants.
 - c. **Art Museum:**
 - i. **Challenge:** Closing gallery spaces and rescheduling exhibitions and programs;
 - ii. **Innovation:** Developing the Virtual Art Museum with online exhibits, programs and events.
 - d. **Facilities Management:**
 - i. **Challenge:** Maintaining the facility remotely and managing closures without compromising building integrity;
 - ii. **Innovation:** Creating digital-focused means of staff communications and utilizing the closure to perform building maintenance and upgrades.

- e. **Finance:**
 - i. Challenge: Creating a “paper trail” as staff moved to working remotely;
 - ii. Innovation: Developing digital records management techniques including the reduction of paper timesheets and digital payroll timesheets.

- f. **Hart House Theatre:**
 - i. Challenge: Servicing UofT’s student drama community in a virtual environment;
 - ii. Innovation: Pivoting to a wider scope of virtual offerings including public workshops, consultations with acting companies (e.g. Skule Nite, Daffydil), and partnering to present virtual performances (e.g. *Unmute*).

- g. **Hospitality Services:**
 - i. Challenge: Redefining a department previously based around in-person offerings, and finding means of revenue-generation in a virtual environment;
 - ii. Innovation: Developing virtual event services and treating current clients with empathy and compassion as they reschedule and cancel planned events.

- h. **Information Services:**
 - i. Challenge: Offering superlative customer service with reduced in-person services and limited human resources;
 - ii. Innovation: Creating the “concierge desk” as a touchpoint for information on access, health and safety at Hart House.

- i. **Information Technology:**
 - i. Challenge: Resolving technical difficulties for Hart House staff as the majority of the workforce transitioned to working remotely;
 - ii. Innovation: Creating a survey to assess technical challenges and developing best practices for staff based on common difficulties.

- j. **Learning. & Community:**
 - i. Challenge: Adapting Student Ambassadors outreach programming to a virtual environment;
 - ii. Innovation: Utilizing existing social media accounts to engage students virtually through casual and conversational programs (e.g. Cooking with Tom on IGTV).

- k. **Marketing & Communications:**
 - i. Challenge: Pivoting to a virtual-only strategy for communicating Hart House offerings;
 - ii. Innovation: Resigning the Weekly Newsletter to promote virtual program offerings and increasing use of social media channels to keep the community engaged and updated.

- l. **Staff Relations & Professional Development:**
 - i. Challenge: Managing complex workforce planning within the numerous new frameworks;

- ii. Innovation: Reprioritizing departmental work, utilizing institutional expertise, and creating opportunities for staff to come together virtually.

m. Strategic Initiatives:

- i. Challenge: Adapting the strategic planning process to an online environment (e.g. online facilitation strategies, revised timelines);
- ii. Innovation: Enhancing assessment strategies for tracking engagement in virtual programming.

n. Wellness, Fitness and Recreation:

- i. Challenge: Managing staff and expectations with shifting dates and guidelines for reopening;
- ii. Innovation: Developing a variety of virtual fitness and wellness offerings to engage students and community members.

After sharing these departmental highlights, the Warden shared a final update:

- vi. **Funding for Infrastructure Renewal**: The University has agreed to make a financial contribution to enable Hart House to embark on Phase 0 of the Infrastructure Renewal Project in Winter 2022-23. The total cost of Phase 0 is approximately \$25 million and construction will last around two and a half years. This is an important step towards the overall project to renew failing infrastructure and create a more accessible and sustainable Hart House.

The Warden concluded by thanking the members of the Board of Stewards for all their patience and dedication during an especially challenging year.

For the full presentation, see Appendix E.

David Kim commented that Hart House is a constant every day of the year, even with University closures and even as we move to virtual programming. He expressed gratitude that even with all the change and upheaval, Hart House remains a consistent source of engagement.

8. Other Business & Announcements

The Chair then asked members of the Board of Stewards if they had any other business or announcements to present. There were no announcements presented.

9. Next Meeting

The next Board of Stewards meeting will be held on September 9, 2021. The Recording Secretary will distribute information to incoming stewards in the coming weeks.

The Chair thanked the Warden for his leadership this past year and to all those members of the Board of Stewards who made the time to take part in this group, even as they face their own challenges and adaptations in light of the pandemic.

10. Adjournment

Motion to adjourn was made by Tyler Riches, seconded by Mussa Marashi, and carried by voting members of the Board of Stewards with one abstention.

The meeting adjourned at 7:03pm.

Chair
June 24, 2021

Recording Secretary

Appendices:

Appendix A: Committee on Budgets Presentation (Michelle Brownrigg).

Appendix B: Motion to Approve the Creation of the Committee on Budgets (John Monahan).

Appendix C: Hart House at UTSC Presentation (Marco Adamovic).

Appendix D: Hart House Debates & Dialogue Committee Presentation (Sanaya Rau).

Appendix E: Warden's Report (John Monahan).