

Minutes of the 1,239th meeting of the Hart House Board of Stewards, held on Thursday, December 1st, 2011, at 5:30 pm in the South Dining Room.

Present: Dr. Bruce Kidd (Interim Warden)
Mr. Nicholas Arrigo (Music Committee Secretary)
Ms. Anita Comella (Presidential Appointee)
Mr. Kenneth Davy (Governing Council Appointee)
Ms. Lucy Fromowitz (President [*ex officio*] Designate)
Mr. Justin Goldenthal (APUS Appointee)
Ms. Clara Ho (UTSU Appointee)
Ms. Klara Kovar (Art Committee Secretary)
Ms. Ann McPherson (GSU Appointee)
Mr. Ben Peel (Debates Committee Secretary)
Ms. Tori Prouse (Social Justice Committee Secretary)
Mr. Naufil Rasheed (Finance Committee Secretary)
Ms. Stacey Redick (Literary and Library Committee Secretary)
Dr. Johanne Roberge (RAC Senior Member)
Dr. Helen Slade (Presidential Appointee)
Dr. Jonathan Steels (Chair)
Mr. Jimmy Truong (Farm Committee Secretary)
Ms. Phoebe Uguy (Theatre Committee Secretary)

Ms. Amanda Greener (Executive Assistant to the Warden; Recording Secretary)

Guests: Mr. Michael De Angelis (Director, Programme Administration)
Mr. Chris Lea (Facilities Manager)
Mr. Hugh McBride
Ms. Rita O'Brien (CAO)
Mr. Allan Shatzky (Coordinator, Special Projects)
Ms. Lynette Spence (Coordinator, Equity and Diversity Initiatives)
Mr. Peter Wambera (Senior Development Officer)

Regrets: Mr. Zeljko Bavcevic (RAC Secretary)
Mr. Matt Dreger (Alumni Committee)
Mr. Matt Janicki (UTM Representative)

1. Approval of Agenda

On motion duly made and seconded THE BOARD APPROVED the agenda.

2. Approval of the Minutes of the Meeting of Nov 16th, 2011

The minutes of the 1,238th meeting held on November 16th, 2011, were approved.

3. Business Arising

a) Warden Search Committee Update—Lucy Fromowitz, Assistant Vice-President, Student Life

Ms. Fromowitz stated that the nomination call for the Warden's Advisory Search Committee had closed. Committee members will be selected prior to the break and will meet in early January.

b) University of Toronto's *Boundless* Campaign: Fit with Hart House Advancement Campaign—Peter Wambera, Senior Development Officer

After introducing the themes of the *Boundless* campaign (<http://boundless.utoronto.ca/why-give/>), Mr. Wambera noted there is great opportunity for Hart House's case to live within the architecture of the *Boundless* campaign. In particular, Hart House should be central to the campaign's component of student life and co-curricular learning. To do so, we need to articulate what is so special about the co-curricular experience? How is life connected to student learning? The co-curricular has the power to connect your life and self to what you study.

Mr. Wambera then handed out a questionnaire to all committee members, asking student Board members and their fellow committee peers to reflect on what makes their co-curricular experience at Hart House so compelling. Garnering this information from students engaged with our offerings will give Mr. Wambera better insight in which to build the Hart House campaign.

4. New Business

a) 2015 Pan Am Games: Opportunity for Hart House—Anita Comella, Assistant Dean, Co-curricular Physical activity and Sport, FPEH

U of T is a prominent partner in the bid for the games and Professor Bruce Kidd, Interim Warden, was instrumental in that bid. The 2015 Pan Am Games are scheduled for July 2015.

Ms. Comella gave a presentation to outline process to date to assess the feasibility and opportunity for field hockey on the Back Campus field. Critical to this analysis was ensuring that using the Back Campus would not impinge upon student experience; indeed, looking at ways in which student experience could be enhanced. It is a goal of both the Pan Am Games and the University to leave a legacy benefit to the student body and the entire U of T community. As the Back Campus field is heavy with mud for much of the year and therefore unusable, the benefit of the Games providing a turf field is that the field would be available for student use threefold over its current availability. The University does not have enough infrastructure field space for student intramural sports, and having the Back Campus turfed would leverage sport investment and contribute to achieving the mandate for U of T to be recognized as a leader in student physical activity and sport programming, not just as promoting high performance sport.

56% of the funding for the fields will be paid by the Games and the University has to come up with 44%--the Faculty of Physical Education and Health has decided to pick up the 44%, so there would be no installation costs outstanding.

There are a number of considerations tasked to the project planning committee: field aesthetics, trees, fencing, lighting, community, access, public use, field maintenance. The planning committee is also currently speaking with all institutional neighbours around their plans, any conflicts and negotiations.

Discussion ensued regarding environmental impacts and what opportunities might exist for host buildings to provide services to the Games. Student access to the House during the planning and execution of the Pan Am Games was also raised. Ms. Comella responded that although there would be an impact, it would be during a time of minimal student usage. She committed to a full discussion of the possibilities and their implications before the plans would be finalized.

b) Hart House Budget: Year-end Projections and Future Challenges—Rita O’Brien, CAO

The budget will be finalized upon finding out final enrolment figures from the University. At present, it looks as though Hart House faces a \$600,000 shortfall for the 2012/13 year.

Ms. O’Brien highlighted that our expenses are projected at \$15.3M; we have little control over fixed expenses of salaries/wages/benefits and utilities, which come in at 81% of the expense budget.

In 2011, the Finance Committee passed a motion to maintain a minimum reserve of \$600,000 for Deferred and Major Maintenance. At the Finance Committee meeting that morning, the committee was adamant that Hart House keep this amount in reserve, even if it means going forward to COSS and other bodies with a \$600,000 deficit budget.

Ms. O’Brien stated that Hart House’s revenue is not keeping pace with our needs. The Accounts department mined all expenses over \$50 and saved \$300,000 in doing so. However, there are no longer further substantial expenses to pull back. We need to generate revenue in order to ensure our co-curricular offerings aren’t diluted, to mount new initiatives for students and staff, and to ensure we can cover an increase to major maintenance spending.

Plans to address challenges include continuing with operational efficiencies; fundraising campaign and marketing campaign (in planning phases). Hart House is also in the discussion stage on the pursuit of external grants; funding for sustainability/heritage initiatives; sponsorships; and Farm revenue. Some last resort options we may need to consider are student access to space and possibility of charging for some services (Hart House is the only building that passes along no costs to students for booking rooms/setup/AV; U of T and donor appeal with student top-up).

The Interim Warden noted a long-term divergence between revenue and cost. The major driver of this is major maintenance, as responsible stewardship should have been maintaining more aggressively long ago, but did not. We must start investing adequately to preserve this building in green ways. As well, we want to invest in new initiatives, but we can’t if we don’t drive revenue in line with our vision; the alternative is cutting services and programming.

Discussions ensued.

d) Committee Reports

Appended reports from representatives of the following groups were submitted for the information of Board members:

- Finance Committee;
- Debates Committee;
- Literary and Library Committee;
- Music Committee.

e) Departmental Reports:

- Events and Catering;
- Facilities;
- Finance and Operation;
- Programme;
- Theatre.

5. Interim Warden's Update

The Interim Warden outlined examples of terrific work being done at Hart House.

Follow-up regarding the Blackamoor shield. Professor Kidd is working with Barbara Fischer (Justina M. Barnicke Gallery) and Chris Lea (Facilities) to commission artists of African descent to design a new shield embodying our vision. A small jury will select a design and Hart House will work with the Heraldry of Canada to have it made an official coat of arms.

Constitution review. The Interim Warden met with Louis Charpentier and Steve Moate regarding two revisions: 1) to the role of the Board and of the Warden; and 2) in keeping with the revisions across the University, adding a process for non-student members to be disciplined. Mr. Charpentier will draft the revised constitution and this draft will come to the Board for feedback and review.

Departmental reviews. The Facilities Department and Hart House Theatre will be undergoing reviews. Board members are welcome to make submissions to these reviews. The Interim Warden circulated the Terms of Reference for both reviews.

Student Engagement in the Arts. Five of the ten University Student Engagement in the Arts recipients emanate from Hart House for their tremendous achievements. He congratulated Klara Kovar, Kathleen Killin, Patrick Murray, Emily Smit-Dicks and Hannah Fleisher.

6. Other Business and Announcements

7. Date of Next Meeting

The next Board of Stewards meeting will be held on January 12th, 2012.

8. Adjournment

The meeting adjourned at 7 p.m.

1,239th Meeting

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December 1st, 2011

Chair

Recording Secretary

January 3rd, 2012