

Minutes of the 1,249th meeting of the Hart House Board of Stewards held on Thursday, January 17, 2012 at 5:30 pm in the Library.

Present: Dr. Jonathan Steels (Chair)
Dr. Bruce Kidd (Warden)
Ms. Emma Arppe-Robertson (Temporary Executive Assistant to the Warden; Recording Secretary)
Ms. Sharanya Chander (Finance Committee Student Member)
Mr. Kenneth Davy (Governing Council Appointee)
Ms. Kay Dyson Tam (Farm Committee Secretary)
Mr. Matt Dreger (Alumni Committee Chair)
Ms. Chanelle Hanlan Hudson (Literary and Library Committee Secretary)
Ms. Natalie Lai (Art Committee Secretary)
Ms. Jesica Samuel (Theatre Committee Secretary)
Ms. Evelyn Smith Romero (Social Justice Committee Secretary)
Mr. Abhishek Vaidyanathan (Debates Committee Secretary)

Guests: Mr. Michael de Angelis (Director of Programme Administration)
Ms. Rita O'Brien (CAO)

Regrets: Mr. Guled Arale (UTSC Representative)
Ms. Anita Comella (Presidential Appointee)
Ms. Noemie De Vuyst (Farm Committee Secretary)
Ms. Lucy Fromowitz (President [*ex officio*] Designate)
Ms. Susan Froom (APUS Appointee)
Ms. Amanda Greener (Executive Assistant to the Warden; Recording Secretary)
Ms. Ashleigh Ingle (GSU Appointee)
Ms. Johanne Roberge (RAC Senior Member)
Mr. Munib Sajjab (UTSU Appointee)
Dr. Helen Slade (Presidential Appointee)
Mr. Andrew Ursel (UTM Representative)
Mr. Franklin Wan (Music Committee Secretary)
Ms. Elizabeth Wooster (RAC Secretary)

1. Approval of Agenda

The members present agreed to follow the distributed agenda.

All minutes and agendas approved

2. Business Arising**3. New Business****a) 2013/14 Budget Approval (Rita O'Brien, CAO)**

BE IT RESOLVED THAT the 2013/2014 Budget be approved as recommended by the finance committee.

Motion put forward and seconded.

Ms. O'Brien presented the proposed 2013/14 Budget to the Board of Stewards for their approval. Hart House is proposing a balanced budget for the upcoming year. The proposed budget has been approved by the Finance Committee and after Board approval it will be taken to the Council on Student Services and the Service Ancillary Review Board for comment, and the University Affairs Board for final approval.

The proposed budget of Hart House for 2013/14 is \$15.7 million, 54% of which comes from student fees, 26% from institutional user fees, 8% from membership fees. This includes a proposed 5.2% increase in student fees and the harmonization of summer user fees. 82% of this budget stems from fixed costs including salaries, wages and benefits that are negotiated by the University of Toronto as a whole and account for 56% of the budget; and utilities (externally set), equipment, maintenance and capital renewal which currently account for 26% of the Budget. The budget addresses two types of inflation, the costs of rising costs at U of T, which run between 5 and 6 percent, and the general inflation in the economy as a whole of 2% per year.

The unrestricted net assets of Hart House stand at \$316 thousand and the reserves at \$1.5 million, a level dictated by the university and auditors. The deferred and major maintenance reserve must be increased to fall within the range of \$600 thousand and \$3 million, as required by the finance committee.

Sadly, the current Hart House budget is insufficient to meet all student demands of the House. In addition there is an urgent need for infrastructure renewal, and to increase major maintenance spending to \$2 million a year. Some initiatives which have been proposed for going forward include: seeking further operational efficiencies, including more effective space utilization; and generating additional revenue through fundraising, marketing, external grants, including sustainability and heritage grants; sponsorship, and increased program and facility rentals. Ms. O'Brien noted that every effort would be made to continue to maximize student and university space, which currently accounts for over 70% of Hart House space usage.

Discussion Ensued.

The Warden noted that the 2012-2013 budget for Clubs and Committees budgets was calculated on the basis of the average actual expenditure for the previous three years, and the proposed 2013-2014 budget will increase that envelope by 3%.

Mr. Vaidyanathan addressed the Board and noted his concern that this budgetary process was detrimental to student-run Clubs and Committees as students tend to under spend and one year of abnormally low expenditure may drag this average down. Mr. Vaidyanathan also expressed his concern that the projected Clubs and Committees budgets were not adjusted for inflation. He expressed that he felt Clubs and Committees were the key drivers of Hart House and that budgetary reductions were greatly decreasing their programming. Further concerns surrounded increased staffing levels.

The Warden replied that we do need more money for student-led programming and that Hart House will be looking into additional avenues for this funding. The Warden also noted that difficult decisions needed to be made in light of the financial climate at the university. Hart House has historically not put enough money into ongoing maintenance, which has led to a crisis. There will be a 3% increase in real dollars for the Clubs and Committees next year and any concerns about increases will be an open question for years to come. Mr. Dreger noted that although he has felt in the past that the Hart House staffing budget is too high he does not feel that this is true of the current administration.

Mr. Davy noted that the University of Toronto forward planning document 2030 set the goal of reducing student numbers on the St George campus. He asked if this had been taken into account with forward budget planning. Ms. O'Brien replied that the budget is entirely based on the university's enrolment predictions. Mr. Davy also asked if Hart House would be able to leverage maintenance funding through hosting the Pan Am and Parapan Am games. The Warden responded that negotiations are ongoing with Pan Am and Parapan Am organizers. Mr. Davy also noted that software and data processing expenses increased dramatically this year and questioned why this was happening. Ms. O'Brien noted that expenditure was in line with CLASS MDMS and that this year's budget also included fees for the new website. She offered to report back to the Board with more details at an upcoming meeting.

Ms. Samuels asked that the efficacy of Hart House advertising be addressed and noted that non-traditional methods of advertising may be more cost effective and reach more students. She has noticed a lack of student awareness about Hart House and its events and services. Mr. Vaidyanathan also noted that all Clubs and Committee events served as advertisements for Hart House, although advertising for these events comes out of their budgets. Secretaries feel that Communications has been unclear on how this money is being spent and that the guidance on new guidelines has been problematic.

In response Ms. O'Brien noted that much of the Communications budget includes publicity for the theatre and art gallery, which can be quite high. She also noted that Hart House is under pressure to provide space for many student groups, not just clubs and committees. A space utilization study will help Hart House to allocate that space more effectively.

The Warden informed the Board that the new Professional Development and Training position had been created from the elimination of two part-time contract positions. He emphasized that in order to improve our educational and customer services Hart House needs an integrated program of staff recruitment, training, and professional development. It was noted that Hart House is one of the largest student employers on campus and that we are significantly below industry standards on time and money spend on staff training and development. The Warden also informed the Board that at meetings with student groups across campus he was often pushed to increase communications spending in order to engage with more students across all three campuses. These challenges all require difficult trade-offs.

The Warden said that he heard the concerns about the Budget loud and clear. He stated that Hart House has thought long and hard about these budget trade offs, in discussion with the Finance Committee. He asked that the Board members support the budget at this meeting and work together to help create a more inclusive Budget process for future years, one that would give the Clubs and Committees regular input earlier on in the process. He asked each Board Member to think about how this should be implemented and communicate these suggestions for improvement.

On motion duly made and seconded THE BOARD APPROVED the Hart House 2013/14 Budget.

b) Governance Process for the Election (Bruce Kidd, Warden)

BE IT RESOLVED THAT the election process timelines for the 2013/2014 Hart House elections and the creation of elections commission be approved.

Mr. De Angelis highlighted both the recommendations for electronic ballots and the marketing and communications plan. There is a hand over Board meeting scheduled for April 11th and elections will be held on March 11th. This motion includes the appointment of a chief electoral officer and two deputy officers.

On motion duly made and seconded THE BOARD UNANIMOUSLY APPROVED the Governance Process for the Election.

b) Committee and Departmental Presentations*

i) Art Committee (Natalie Lai, Art Committee Secretary)

Ms. Lai **presented** an overview of the Art Committee to the Board. She noted that there were four subcommittees: acquisitions, student projects, education and outreach, and the Arbor Room. Each year the Art Committee selects a Canadian work to purchase for Hart House. The members who make this selection are the people who curate the walls of the House and work to connect Hart House with Toronto's vibrant art scene. In line with the vision and values they develop a Canadian perspective on

global citizenship through art and enable inter-estate, multi disciplinary learning communities.

Many students are unaware of the Hart House collection and the committee has worked to develop a map of the collection and to expand permanent collection tours to introduce more students to art at Hart House. The committee is also working to address the lack of a First Nations presence in the collection and with the support of Wanda Nanibush, the curator in residence, to acquire more pieces from First Nations artists.

The Art Committee is working to reach out to non-art students through organizing collaborative events, social media, and career workshops.

4. Warden's Report

The Warden informed the Board that the Hart House chess team won the Pan-American Championships. The Hart House Theatre has hosted a successful run of a new Canadian musical, *Robin Hood*, to sold out audiences. The gallery is also soon to be launching a new exhibition. Hart House continues to be the site of events from across the university including the successful Idle No More teach-in held earlier this afternoon in the Debates Room. The Gallery has also just received a \$50,000 grant to develop a museum walk app that will allow people to undertake a self-guided tour of Toronto Galleries; it is the Warden's hope that this will lead to more apps that show students, faculty, staff, alumni and members of the public the wonderful riches of Hart House

Upcoming events include the Sultans of Swing concert on Saturday, a far reaching discussion on the fundamentals of the green economy hosted by the Social Justice Committee, the annual Hart House triathlon on February 9th, and the annual alumni debate.

The Heritage Infrastructure Greening study is continuing and an update will be provided by the consultants, Baird Sampson Neuert on Tuesday, January 29th. The University is also in the process of creating a co-curricular record and a town hall will be held on the subject on February 1st. Hart House will need to determine how we will be involved in the co-curricular record.

5. Other Business & Announcements

6. Next Meeting

The next Board of Stewards meeting will be held on Thursday, February 14th, 2013.

7. Adjournment

The meeting adjourned at 7:10 p.m.

Chair

Recording Secretary

January 17th, 2012