

Minutes of the 1,221<sup>st</sup> meeting of the Hart House Board of Stewards, held on Thursday, March 12, 2009 at 5:30 pm in the South Dining Room.

Present: Ms Lisa Punnett (Chair)  
Dr. Louise Cowin (Warden)  
Mr. Matt Dreger (Alumni Committee)  
Ms Lucy Fromowitz (President (*ex officio*) or Designate)  
Mr. Matt McGeachy (Theatre Committee)  
Mr. Adam Kowalczewski (Finance Committee)  
Ms Nicola Langille (House Committee)  
Mr. David Pereira (Presidential Appointee)  
Ms Jacqueline Raaflaub (RAC Senior Member)  
Ms Joanna Sheridan (Art Committee)  
Ms Elizabeth Vosburgh (GC Appointee)

Ms Cristina Oke (Recording Secretary)

Guests: Mr. Louis Charpentier (Secretary of the Governing Council)  
Ms Laney Marshall (Director of Programme)  
Mr. Michel Mersereau (Marketing Manager)  
Ms Caroline Pereira (Senior Development Officer)  
Mr. Allan Shatzky (Coordinator, Special Projects)  
Ms Lynette Spence (Coordinator, Equity and Diversity Initiatives)  
Ms Arlene Stein (Director of Events and Catering)  
Mr. Paul Templin (Manager, Hart House Theatre)

Regrets: Ms Corrine Aberdeen (Literary and Library Committee)  
Mr. Adam Awad (University of Toronto Students' Union Appointee)  
Ms Anita Comella (Presidential Appointee)  
Ms Erin Fitzgerald (Debates Committee)  
Mr. Alexander Levy (Finance Committee)  
Ms Ewa Modlinska (Farm Committee)  
Ms Camille Sahula (Social Justice Committee)  
Ms Elizabeth Wooster (RAC)

Absent: Mr. Christopher Charles (GSU Appointee)  
Mr. Anthony Chiu (Music Committee)  
Ms Helen Choi (APUS Appointee)  
Dhananjai Kohli (UTM Rep)  
UTSC Rep

## **1. Minutes of Meeting of February 12, 2009**

Due to lack of quorum, approval of the minutes of the 1,220<sup>th</sup> meeting held on February 12, 2009 was deferred to the next meeting.

## 2. Discussion of Governance

Dr. Cowin introduced Mr. Louis Charpentier, Secretary of the Governing Council of the University of Toronto, and explained that she had invited him to meet with the Board of Stewards in order to assist her and the Board to work towards a greater clarity of understanding of their roles as defined in the Hart House *Constitution*.<sup>1</sup>

Dr. Cowin summarized the history of the Board of Stewards of Hart House, noting that the first Board of Stewards included 15 members, of whom five were students. The current composition of the Board dated from 1984. She reminded members that Hart House was reviewed every five years, at the end of the term of the Warden. The most recent review had been completed in 2007. She noted that the review conducted in 1996 had included a recommendation for the clarification of the respective roles of the Board of Stewards and the Warden. It was her hope that this discussion of governance would lead to a clarification of these roles.

### Perception of the Responsibilities of Members of the Board of Stewards

Mr. Charpentier thanked Dr. Cowin for inviting him to the meeting, and commented that the discussion on governance was timely, in light of the major review of governance that was currently being undertaken by the Governing Council as part of the *Towards 2030* University planning initiative.

With the permission of the Chair, he invited members of the Board of Stewards to describe their understanding of the responsibilities of a member of the Board. Responses included the following:

- Student members of the Board have a wider range of responsibility on the Hart House Board of Stewards than student members of other governance bodies in the University.
- Members of the Board of Stewards are responsible for presenting an image of Hart House that reflects its core values and principles.
- Members of the Board are guardians of the space of Hart House, have fiduciary responsibilities to the House, and serve as ambassadors for the House.
- Some student members believe they have the responsibility to lead the management of the House.
- What happens if the values of Hart House are different from those of the University?
- Members of the Board should provide oversight, not manage Hart House.
- Members of the Board should consider whether Hart House is providing value through its programming for the fees that it receives from students and other members.
- The involvement of Hart House staff with students has allowed students to accomplish much more than they would have been able to do on their own.
- Members of the Board can contribute to the governance of Hart House through discussion and voting on proposed initiatives.

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<sup>1</sup> Section III, Article 8 of the Hart House *Constitution* states: *Subject to the authority of the Governing Council of the University of Toronto, the direction, management and governance of Hart House shall be delegated to a body known as the Board of Stewards.* Section III, Article 22 states: *There shall be a Chief Administrative Officer of Hart House, who shall be known as the Warden and appointed in a manner prescribed by the Governing Council on the recommendation of the President of the University.* Article 23 states: *The Warden shall be responsible for the appointment of officers and staff, and the guidance and administration of Hart House.*

## 2. Discussion of Governance (cont'd)

### Governance in a University Setting

Mr. Charpentier highlighted the following points in addressing the comments made by members of the Board of Stewards.

- There is always room to improve practice and to improve how a Board functions.
- Discussion concerning the roles of governance and management occur in every sector, as Board members come to the governance body with experience and knowledge, and may want to micromanage the organization.
- The fiduciary responsibility of a member of a governing body includes ensuring that the future of the organization is as good, if not better, than the past and present.
- Accountability is the heart of governance.
- There are three aspects of governance that must be balanced: oversight, advice and approval.
  - The Board is responsible for approving mission and vision statements.
  - All policy must be consistent with the approved mission and vision.
- Evaluation is an important tool.
  - Periodic reviews are useful and evaluation is particularly timely if there has been tense dialogue at meetings.

### Issues Raised in Discussion

- Disagreements arising during meetings of the Board of Stewards during the current year have had to do with the mission and vision of Hart House.
  - Some members of the Board believed that actions taken by management were matters of governance.
  - In the opinion of some members of the Board, the proposal to remove Christmas decorations from the House without debate was against the traditions of Hart House.
- Article 2 (14) of the University of Toronto Act<sup>2</sup> states: *The government, management and control of the University and of University College, and of the property, revenues, business and affairs thereof, and the powers and duties of The Governors of the University of Toronto and of the Senate of the University under The University of Toronto Act, 1947 as amended are vested in the Governing Council ...*
- The Executive Committee of the Governing Council works closely with the President and provides advice on strategic decisions and initiatives.
- Delegation of authority is important in governance.
  - It is important for members of a governance body to understand delegations of authority and the framework of how things are strategically directed.
- Members need to understand the expectations of their work.
- Ongoing orientation and education for members of a governance body is crucial, and many different models are available.
  - This year, the emphasis at the Orientation for members of the Board of Stewards was on 'just in time' training.
- Members need a contextual understanding of what is happening.
  - Contextual information is not always included in cover documentation for items coming to the Board for consideration.

## 3. Reports

### (a) Committee Activities and Significant Issues

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<sup>2</sup> <http://www.governingcouncil.utoronto.ca/Assets/Policies/uoftact.pdf>

## **ALUMNI**

The final dinner in the dinner series is scheduled for March 18. The annual Alumni Reception is scheduled for March 25, 2009.

## **ART**

The current exhibition, **Funkaesthetics**, which opened on February 12, 2009, has been well received. The next exhibition is **South-South: Interruptions & Encounters**, a collaboration with New College, which will run from April 2 to May 19, 2009.

The **Young and Restless** event held on March 5 and the University of Toronto Film Festival were both successful.

The Justina M. Barnicke Gallery, in partnership with Hart House and Aeroplan, is accepting applications for The Venice Apprentice: U of T at la Biennale di Venezia 2009. The Venice Biennale is the world's oldest venue for the international display of contemporary art. Barbara Fischer, Executive Director/Chief Curator of the Gallery was selected in a nationwide competition to serve as the Commissioner for the Canada Pavilion, which will feature a new film-based project by internationally acclaimed Canadian artist Mark Lewis.

## **DEBATES**

No report.

## **FARM**

No report.

## **FINANCE**

No report

## **HOUSE**

A recruitment drive to get new members for Hart House is currently underway. The deadline for applications is March 20, 2009. There are candidates from each Standing Committee except Theatre for the elections scheduled for March 24 and 25. The 5 Buck lunches continue to be successful. Everyone is invited to the Club mixer scheduled for April 14, 2009.

## **LITERARY AND LIBRARY**

No report.

## **MUSIC**

No report.

### **3. Reports (cont'd)**

#### **(a) Committee Activities and Significant Issues (cont'd)**

##### **RECREATIONAL ATHLETICS**

The Hart House Triathlon held on February 14, 2009 attracted more than 100 participants. The Ski Day held on March 10, 2009 was successful. The policy on use of space by large groups is being reviewed. Student members are being recruited for 2009/10.

##### **SOCIAL JUSTICE**

No report.

##### **SUSTAINABILITY COMMITTEE**

No report.

##### **THEATRE**

*Arcadia* opened on March 6, and is a 100% University of Toronto student production. The Committee hopes to announce the 2009/10 season by April 1, 2009. The end of season party will be held on April 4.

##### **COMMITTEE on BUDGETS**

Adjustments have been made to the Contingency Fund, resulting in a balance of \$25,031.

##### **ADVANCEMENT**

No report.

##### **PROGRAMMING**

Future events include:

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|----------|---------------------------------------------------------------------------------------------------------------------------|
| March 13 | Majora Carter: <i>Greening the Neighbourhood... &amp; How Much It Won't Cost Us.</i>                                      |
| March 18 | Annual Exhibition of Camera Club followed by reception honouring Bill Dowkes, Chair of the Camera Club from 1974 to 2009. |
| March 21 | <i>Spring Wake Up</i> : a family oriented event that is part of the Celebration of the Arts at the University of Toronto. |
| March 31 | Presentation of the Gordon Cressy Student Leadership Awards.                                                              |

#### **(b) Warden's Update**

##### **i) Budget**

Dr. Cowin reported that the Hart House Budget had been turned down by the Council on Student Services (COSS) and would be considered by the University Affairs Board (UAB) on March 17. Hart House would not be eligible for an increase because the increase required the approval of the budget by both COSS and UAB.

### **3. Reports (cont'd)**

#### **(b) Warden's Update (cont'd)**

##### **ii) Governance**

Dr. Cowin suggested that someone external to Hart House who had depth and breadth of governance experience be invited to the next Board meeting to continue the process of clarification of the roles of governance and management.

#### **(c) Other Board Members' Reports**

##### **ASSOCIATION OF PART-TIME UNDERGRADUATE STUDENTS (APUS)**

No report.

##### **GRADUATE STUDENTS' UNION (GSU)**

No report.

##### **UNIVERSITY OF TORONTO STUDENTS' UNION (UTSU)**

No report.

#### **GOVERNING COUNCIL**

At its meeting on March 4, 2009, the Governing Council approved the reappointment of John Fraser as the Master of Massey College. The Governing Council also voted to support the proposal for the Pan-American Games to be held in Toronto in 2015.

The Governing Council heard a presentation by Science Rendezvous that included an invitation to members to attend the Open House on the St. George Campus scheduled for May 9, 2009.<sup>3</sup> Members of the Governing Council also received information about the reception for Professor Anthony Pawson in honour of his Kyoto Prize<sup>4</sup>, and the four finalists in the Best Lecturer Competition sponsored by TVOntario.<sup>5</sup>

The next meeting of the Governing Council is scheduled for April 16, 2009.

#### **PRESIDENT'S DESIGNATE (STUDENT LIFE)**

The University of Toronto is leasing 245 College Street to a private company that owns the adjacent land and wants to build a student residence on the property. The proposed residence will not have the University of Toronto name and will not be exclusively for U of T students. Zoning approvals must be obtained before construction can begin.

Ms Fromowitz encouraged members of the Board of Stewards to attend the UAB meeting on March 17, 2009, and to consider requesting to speak in support of the Hart House budget at the meeting.

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<sup>3</sup> <http://www.sciencerendezvous.ca/>

<sup>4</sup> <http://www.news.utoronto.ca/health-and-medicine/researchers-kyoto-prize-celebrated.html#more>

<sup>5</sup> <http://www.news.utoronto.ca/campus-news/four-of-top-10-best-lecturer-nominees-hail-from-u-of-t.html#more>

**3. Reports (cont'd)****(c) Other Board Members' Reports (cont'd)****U of T at SCARBOROUGH**

No report.

**U of T at MISSISSAUGA**

No report.

**4. Update on the Hart House Vision Process**

Mr. Shatzky informed members of the Board that five meetings had been held to obtain feedback on the draft vision statement.<sup>6</sup> While the first sentence had resonated with most people, there was concern that the second and third sentences were disconnected in style and content with the first sentence. The absence of reference to students was noted.

The writing team is scheduled to meet before the end of March to revise the statement.

**5. Update on the Sub-committee to Advise the Warden on the Recognition of Days of Significance for 2009 – 2010**

Ms Spence informed members of the Board that the Sub-committee had met twice, and was scheduled to meet for a third time on March 13. The group would be considering two or three possible models, including the status quo, and intended to report in April. At the suggestion of a member of the Board, Ms Spence stated that she would contact the University's aboriginal community for their input. It was agreed that Ms Spence would be invited to the March meeting of the University's Equity Officers.

**6. Date of Next Meeting:** April 16, 2009 at 5:30 p.m. in the South Dining Room.

**7. Adjournment:** The meeting adjourned at 7:40 pm.

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Chair

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Recording Secretary

March 30, 2009

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<sup>6</sup> *Hart House is a living laboratory of social, artistic, cultural, and recreational experiences where all voices, rhythms, and traditions converge. We encourage and support mindful engagement in our programming, services, activities, and communities. Our commitment to education in its true sense creates opportunities for self-knowledge and self-expression to take hold.*