

FACULTY COUNCIL

FACULTY OF ADMINISTRATIVE STUDIES

A meeting of Faculty Council for the 1990/91 Academic Year will be held on Friday, April 5, 1991 at 9:30 a.m. in Room 037 ASB.

A G E N D A

1. Chairperson's Remarks
2. Dean's Remarks
3. Minutes of Previous Meeting
4. Business Arising from Minutes of Previous Meeting
5. Enquiries & Communications
6. Undergraduate Program Committee - Amendments to the BBA Program Proposal - Professor D. Dimick
APPENDIX A
7. Report on Implementation of Special Section - Students' Presentation
APPENDIX B
8. Library Committee - Report on Scott Library Expansion - Professor E. Maynes
9. Other Business
10. Report on Fundraising Plans - Dean Horvath and Associate Dean Moyer
11. Adjournment

Coffee and Donuts compliments of the UBC

will be available from 9:00 to 9:30 a.m.

outside room 037

NOTE: FACULTY COUNCIL MEMBERS WHO
CANNOT ATTEND ARE ASKED TO SEND REGRETS
TO TERRY CARTER AT AS000245 OR ASB 407

Faculty of Administrative Studies

Minutes of Faculty Council

A regular meeting of the Faculty Council of the 1990/91 academic year was held on Friday, ~~March~~ ^{April 5.}, 1991 at 9:30 a.m. in Room 037 ASB.

In Attendance:

Eileen Fischer, Chairperson
T. Carter, Recording Secretary

Members of Faculty Council:

P. Alley	S. Ahmed	T. Beechy	P. Bradshaw-Camball	
D. Brewer	J. Buzacott	K-C Chee	W. Cook	C. Curtis
E. Cousineau	J. Darroch	J. Dewhirst	D. Dimick	I. Fenwick
D. Fowler	J. Friedlan	I. Henriques	T. Gagaropoulos	J. Green
D. Horvath	R. Irving	D. Johnston	R. Karambayya	R. Lucas
E. Maynes	R. McClean	B. Moffat	M. Moyer	C. Oliver
T. Peridis	C. Robinson	L. Rosen	H. Rosin	G. Shaw
D. Thompson	S. Verma	S. Warner	B. Zimmerman	B. Wolf
D. Finelli	B. Rivelis	S. Skelton	D. Varma	A. Zohar
D. Bernstein				

Others:

L. Beard	D. Butcher	S. Firth	D. Johnstone	M. Szaki
R. Johnstone	C. Pattenden	C. Peteherych	N. Wallace	

Regrets:

D. Daly	D. Nath	E. Prisman	K. Harrigan	J. Waugel
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Absent:

H. Arthurs	A. Bhanich Supapol	G. Bell	R. Blackmore	R. Burke
J. Dermer	S. Friedland	J. Gillies	R. Goodman	R. Heeler
K. Innanen	I. MacDonald	G. McKechnie	C. McMillan	G. Mogan
S. Newell	R. Peterson	S. Pyke	M. Ransom	M. Ross
P. Roy	J. Smithin	M. Taylor	P. Tryfos	T. Wilson
K. Weiermair	U. Zohar	V. Alterman	J. Tsagerelis	R. Garg
M. DiCosmo	M. Chow	C. Menezes	E. Watson	H. Bartel
I. McDougall	R. Schwass	P. Zarry		

Item #1 Chair's Remarks

Professor Fischer announced the visit of President Arthurs to a special meeting of Council on Tuesday, April 9, at 12 noon in room 037.

The May 24 meeting of Council will be changed to another date to be announced later.

David Bernstein, the new president of the Graduate Business Council, was asked to introduce the GBC's new executive.

Item #2 Dean's Remarks

Dean Horvath welcomed the incoming GBC and UBC Councils, saying he looked forward to productive cooperation.

He welcomed John Martin of the Martin Group to Council; Mr. Martin will be working with FAS on fundraising.

Dean Horvath mentioned the positive article on FAS which recently appeared in the Financial Post. He congratulated faculty, staff and students for creating the image and accomplishments of FAS. He was particularly pleased as John Godfrey, FP editor who wrote the article, is an expert on management Education. He thanked all those who participated in Mr. Godfrey's visit.

Dean Horvath noted that he had just received a phone call from Ken Curtis in Tokyo who mentioned that Keio university had just hosted London Business School. Mr. Curtis noted that Keio was only making a limited number of partnerships with the best business schools - London in England, Wharton in the U.S. and York in Canada.

The newest issue of Exchange is just out. Dean Horvath congratulated Don Butcher and his team for their excellent work. This issue is a review of our accomplishments over the first 25 years; the next issue will focus on the next 25 years.

Dean Horvath gave an update on the 25th Anniversary program.

On March 14 the first accounting dinner was held, sponsored by Arthur Andersen. Congratulations to Professor Rosen for this successful event.

The 25th anniversary celebrations were officially launched in conjunction with the Graduate Business Conference. The conference went extremely well and is a challenge to the incoming GBC. Congratulations to all GBC members.

On March 19 Paul Krugman gave the second Proctor and Gamble Distinguished Lecture. Thanks to Professor Thompson for organizing this series.

On March 26 James March delivered a lecture at FAS as part of the OBIR area lecture series.

On April 5 there will be an Economics Area guest speaker.

From April 19-21 the first PhD Consortium meeting will be held. York has taken the lead in developing this consortium and a good program is in place. Congratulation to coordinator Auleen Carson.

Dean Horvath did not go into future activities in detail but mentioned that in June Conrad Black will speak on "The Hollinger Story" at the James Gillies Lecture and that the Honorary degree recipient this year would be Albert Reichmann of Olympia and York.

The annual scholarship award reception, which Charmaine Courtis initiated last year, went extremely well; congratulations to Ms Courtis.

Dean Horvath gave an update on hiring activities.

Professor James McKellar has accepted the offer to be director of the Real Property Program and will join the faculty on July 1. The program will begin in September this year.

Two other offers have been made in the Policy Area and one in Management Science but they have not been confirmed.

The four-year BBA program received Senate approval. Associate Dean Beechy and Professor Dimick did an excellent job getting the proposal through Senate.

The number of PhD graduates is increasing; there will possibly be five in the June convocation.

There is a new initiative for an MBA consultant intern program with the support of Ernst and Young Management Consultants and the Institute of Certified Management Consultants of Ontario. An information session was held this week and there was a great deal of interest. A proposal will come forward to Council in May.

Dean Horvath noted that there was an increase in both research output and support but that further encouragement was needed to increase collaboration between junior and senior faculty. To encourage this, the dean announced that if a senior faculty member brought in research money which was used for a course buyout, the buyout would be refunded if a junior faculty member was involved in the project.

Dean Horvath reminded Council of President Arthurs' visit on April 9 at 12 noon.

He reminded faculty of the BBA and MBA formals on April 20 and encouraged all faculty to participate.

Item #3 Minutes of Previous Meeting

Professor Cousineau moved, seconded by Professor Mayer and it was CARRIED that the minutes of the meeting of March 1 be approved with the correction to the name of Lana Marks.

Item #4 Business Arising from Minutes of Previous Meeting

There was none.

Item #5 Enquiries and Communications

There were none.

Item #6 Undergraduate Program Committee

Professor Dimick presented four amendments to the BBA Program Proposal.

The first amendment switches the Introduction to Finance course to the first semester of the third year and the Intermediate Applied Macroeconomics course to the second semester. This will allow students more opportunity to take Finance electives.

The second amendment corrects an oversight noted by CCAS. The phrase "in the third and fourth years" should be added after "non-FAS electives" in the amendment.

In answer to a query, Professor Dimick asserted that Atkinson courses would not be accepted as non-FAS electives.

Ms Charmaine Curtis noted that students are allowed two FAS electives outside the faculty but are not allowed to take Atkinson courses if the same course is offered here.

The third amendment adds a requirement for a Grade 13/OAC credit in mathematics to ensure a minimal level of proficiency in mathematics.

The fourth amendment, which is primarily for housekeeping purposes, divides the Introduction to Management course into two half courses: The Environmental Context of Management and The Role and Process of Management.

Professor Dimick MOVED the amendments, they were seconded by Professor Cousineau and CARRIED by a vote of 46 in favour, 0 opposed, 0 abstentions.

Item #7 Report on the Implementation of the Special Section

Professor Fenwick began with an overview of the special section program. He noted that no recommendations would be brought forward; they would come at the May meeting of Council.

He noted that the aim of the special section program was to develop the five core abilities as described in the material distributed before Council. The four elements of the program were weekly tutorials, which took 20 minutes out of each core course, skill sessions and a

special orientation. The only change from the program which was presented to Council in September was that one tutorial problem and the integrated event were dropped because the work load was too heavy.

At orientation the students started off with a small business problem and made a formal presentation at the end. During the semester seven skill sessions were presented, taught in groups of 22 students. Professor Fenwick noted that thanks was due to Coopers & Lybrand and H.J. Heinz Co. for providing people free of charge for these sessions. The students dealt with five problems over the year. The first was totally unstructured; the second was a case from the York Enterprise Forum. The third was a Bank of Montreal problem, the fourth a two-week negotiation exercise and the fifth the CAW/GM Technology and Labour problem. In the last case the students presented their report to the CAW and it was well-received.

Professor Fenwick then MOVED, it was seconded by Professor Green and CARRIED that two students from the Special Section be allowed to address Council.

Ms Heidi Ralston spoke first. She commented that the tutorials provided the opportunity to synthesize their learning and to practice their abilities. They encourage "problem-finding" rather than "problem-solving". She noted the ultimate goal of the program is to produce a manager who can solve specific problems and can integrate knowledge into a comprehensive understanding of a situation. She was enthusiastic about the implications of the special section model for the learning process.

Mr. Parkaj Varma noted that the benefits of the program are hard to quantify but the program provided a higher quality of education. In the skills sessions students had the opportunity to meet in groups to learn more about the seven skills that they will all need in the future. The Coopers & Lybrand people offered sound advice, the students practiced and were then given feedback.

The program also helped students improve their group meeting skills. He noted the first problem took his group 5 weeks to define; the second took 3 hours. The difference between this and other group work is that other work involves well-defined problems. The group became cohesive at orientation and was able to provide feedback and criticism to each other with a feeling of collegiality. They created an environment where it was safe to fail.

Mr. Varma, on behalf of the special section students, thanked all those involved in advocating the section.

Professor Lucas announced that the Special Section video would be shown on April 10 from 12 - 1:30 pm in 037 ASB.

Professor Warner noted that it would be useful to look at why some students volunteered for the program and others didn't. Were those who did excited by the letter outlining the special section as they knew they could develop skills and knowledge? Did others not volunteer because no advanced standing was allowed and all students had to be full-time?

Professor Verma questioned the timing of the "parsnips" discussed in weekly tutorials. Would the students get more out of them if they had already taken the core courses? Mr. Varma replied that perhaps they could be used in the second year but they helped the students integrate their learning and were often timed while they had some knowledge.

Professor Rosen noted that many faculty think that the purpose of the special section is to integrate the courses, but they must recognize that much of the course knowledge is useless and this issue must be addressed.

Professor Irving noted that the students had some benefit from the program as the presentations were well-done. He noticed that there was value perceived in the esprit de corps, but wondered if this was important in the long term. Mr. Varma noted that after they graduated they would have a better idea. Mr. Varma also said that perhaps the groups may have been too uncritical and that it became a problem in one or two courses.

Ms Ralston agreed. She noted that the important aspect of group work was that it provided many perspectives on problems that could be synthesized for an answer.

Mr. Bernstein asked if they felt the program should be extended to all students. Mr. Varma replied that it should but it would require a funding commitment; a coordinator is needed. Mr. Bernstein noted that students not in the special section are now very interested in it as they note the skills, exposure and confidence which the section students have.

Professor Fischer noted in closing that the students had come on their own initiative to address Council.

Item #8 Library Committee

Professor Maynes gave a brief presentation on plans for the Scott Library to expand into the bookstore, variety store and clothing store space. The library entrance will be at ground level and the information desk, exit control and circulation will all be right at the front. There will be a big increase in the number of student study seats. The music, film and video collections will be combined into one media centre on the 2nd floor. The graduate carrels on the 4th floor will be expanded. There will be no expansion to the collections areas. The noisier activities will be kept out front in the new area. Construction will start soon but will take a year to finish. Services will not be disrupted during the school year. In response to a query, Professor Maynes replied that she would find out who hands out the graduate carrels.

Item #9 Other Business

An amendment to the Arts and Media Administration Diploma proposal was distributed. Associate Dean Beechy noted that the academic committee of FGS had received the proposal very well but had raised some questions. They thought that the program should not be linked to a single graduate degree. The other change was to make explicit the Senate requirement of no retroactivity.

Associate Dean Beechy MOVED the amendments, they were seconded by Professor Green and CARRIED by a vote of 40 in favour, 0 opposed, 0 abstentions.

Item #10 Fundraising

Dean Horvath noted that he had accepted the deanship of this Faculty on the condition that he could do fundraising. He didn't believe we could have a first rate faculty without external funding. While the Faculty has increased its fundraising activities, it is now moving into systematic activities and is bringing on board professional help.

Associate Dean Moyer described the search process for the fundraising firm. The committee was composed of Dean Horvath, Associate Dean Moyer, and Vice-President (External Relations) Ian Lithgow. After an extensive search a short-list of two candidates made comprehensive presentations and the committee unanimously chose the John Martin Group.

The Martin Group is one of the leading North American professional fundraising firms, with headquarters in Toronto and branches across Canada and in the US. It led the Osgoode capital campaign.

Associate Dean Moyer asked Mr. Martin to address Council.

Mr. Martin noted that it is a pleasure to work with the Faculty to test the feasibility of raising funds. He noted that the recession will have a major impact and that the philanthropic pie has not grown in the last 10 years in Canada. His mandate is to present to the Dean what is the strategic direction to take. During the next eight to ten weeks he will be interviewing various people and groups and getting feedback on the priorities of the Faculty. Then he will come up with a strategic plan and the actual campaign will follow.

Dean Horvath noted that the feasibility study will indicate the feasible amount for an objective. The campaign will not be officially launched until late fall or early winter. The 25th Anniversary will create visibility for the Faculty and therefore it is appropriate to carry out the fundraising in 1992.

Dean Horvath thanked Mr. Martin for coming to Council.

Associate Dean Beechy thanked the UBC for again providing coffee and donuts for Council meetings.

Mr. Bernstein, on behalf of the GBC, noted that there were many exciting things happening and it is the GBC's responsibility to bring these things to the students. He extended an official invitation to all members for their involvement in the GBC.

Item #11 Adjournment

Professor Mayer MOVED, seconded by Ms Charmaine Courtis, and it was CARRIED that Faculty Council be adjourned.

Tuesday, April 9

On Tuesday, April 9, Sheldon Levy, Vice-President (Institutional Affairs) addressed Council on the university's financial situation. President Arthurs' was unable to come due to illness. However, his office has provided a minute of the remarks on the budget which is attached.

Vice-President Levy answered several questions concerning the budget. Professor Bradshaw-Camball inquired about President Arthurs' involvement in mobilizing other universities. Vice-President Levy said this referred to the Plan for Recovery which would allow for a significant increase in tuition to be doubly matched by the government. This would mean \$4 - 4.5 billion more for the system. He noted that while the province has accepted that the order of magnitude is right, it hasn't accepted that tuition must go up, and he doesn't see where they will get the money.

Vice-President Levy also spoke about contingent repayment plans where students pay when they start earning income. This has worked very well in Australia. Professor Thompson noted that in the early '70s about 20 US universities adopted this plan and it led to an enormous increase in the number of personal bankruptcies at the end of 4th year.

Professor Thompson also asked how much money would be added if York received the same revenue per student as U of T does. Vice-President Levy replied that the gap was now only about 2 cents on the dollar and the total would be about \$5 million; this would not solve the problem. He noted that it was likely that the payments will eventually be equalized, but he believed that others will move down, York won't move up.

Professor Maynes asked for a summary of the Bramalea situation. Vice-President Levy noted that there were two amounts; the first was guaranteed and the second was a function of how much Bramalea gets for the condominiums. The expectations of the second amount were buoyed by the crazy real estate market of 3-4 years ago, but Bramalea is not even building yet. He was unable to give exact amounts, but noted that the President's office could pass the amount along to Council.