

FACULTY COUNCIL
FACULTY OF ADMINISTRATIVE STUDIES

A meeting of the Faculty Council of the 1987/88 Academic Year will be held on Friday, May 27, 1988 at 9:00 a.m. in the McCaskill Centre.

AGENDA

1. Chairman's Remarks
2. Dean's Remarks
3. Minutes of Previous Meeting
4. Business Arising from Minutes of Previous Meeting
5. Enquiries & Communications
6. Approval of Spring 1988 Graduands.....Appendix 'A'
7. Delegation of Faculty Council Powers
 - Motion for Executive Committee Authority until September 1988.....Appendix 'B'
8. Nominating Committee
 - Motion for approval of FAS faculty committees for the 1988/89 academic year and FAS representatives to serve on Senate and the Graduate Faculty.....Appendix 'C'
9. Masters Programme Committee
 - a) Information requested by Faculty Council regarding Part B of the Management Skills Proposal.....Appendix 'D'
 - b) Non-academic conditions for adding new elective courses to the curriculum.....Appendix 'E'
 - c) Masters Programme Committee's annual report to Faculty Council regarding achievements during the 1987/88 academic year.....Appendix 'F'
10. Workplans of Faculty Committees
 - Offices of Student Affairs and Student Services
 - Annual Progress Report.....Appendix 'G'
 - Report on Admissions Policies.....Appendix 'H'
 - Office of Student Affairs and Student Affairs Committee
 - Report on Debarment Policies and Practices.....Appendix 'I'
 - Ph.D. Committee.....Appendix 'J'
 - Research Committee.....Appendix 'K'
11. Other Business
12. Adjournment

MINUTES OF FACULTY COUNCIL

FACULTY OF ADMINISTRATIVE STUDIES

The regular meeting of the Faculty Council of the 1987/88 Academic Year was held on Friday, May 27, 1988 at 9:30 a.m. in the McCaskill Centre.

The following were present:

Dean Alan B. Hockin
S. Borins - Associate Dean, Academic

Members of Faculty:

D. Brewer	R. McClean
D. Daly	V. Murray
I. Fenwick	T. Peridis
R. Heeler	E. Phillips
D. Horvath	C. Robinson
R. Irving	H. Rosin
W. Jordan	G. Shaw
R. Lucas	D. Thompson
C. Mayer	B. Wolf

Others:

T. Carter
V. Clarke
T. Maddalena
L. MacDonald
B. Moffat
L. Sgarbossa
D. Varma

H. Barrington - Secretary

ITEM #1 - Chairman's Remarks

The Chairman announced two new additions to the Faculty. James Darroch and Uri Zohar were both new fathers of baby boys recently. Following the Council meeting, the winning commercial for the GM Competition will be shown. He also announced that item #10 will be discussed following item #8 to give more time for discussion of item #9.

ITEM #2 - Dean's Remarks

Dean Hockin reported that May had been a very eventful month with resignations effective July 1st, 1988 from John Hull and Alan White who are both going to the U of T and Tim Warner who will be going to the Cancer Society. Glen Whyte has also resigned effective January 1, 1989 to go to the U of T.

Professor Fowler and Dean Hockin have identified replacements for Hull and White and are having active discussions with recruits next week. A CLA replacement for one year has been identified for Tim Warner and active recruitment will begin for a tenure track person. The OBIR Area are discussing plans for a tenure track position at an Area meeting next Tuesday. The Dean has received support from the central administration on this matter and will receive more funds for a FINE replacement.

The Dean announced a replacement for Larry Dickson is imminent. Sy Friedland will be going to Ottawa in June for a very serious operation. Wendy and Ron Bannerman were also new parents with the arrival of a son last week.

Dean Hockin extended congratulations to Ken McGregor, MBA graduate on the Dean's list, who has won the Governor General's Gold Medal for the Masters Programmes at York.

ITEM #3 - Minutes of Previous Meeting

Professor R. Peterson moved that the minutes of the previous meeting be approved.

Seconded by Professor C. Mayer.

Motion Carried.

ITEM #4 - Business Arising from Minutes of Previous Meeting

Nil.

ITEM #5 - Enquiries & Communications

Nil.

ITEM #6 - Approval of Spring 1988 Graduands

Professor I. Fenwick moved that the Spring 1988 graduand list be approved.

Seconded by Professor V. Murray.

Professor Jordan requested the Student Affairs Office to verify that Mark Guibert and Roseabla Ussia had passed ECON 3110.

Professor Heeler congratulated the Ph.D. Programme on having four graduates this Spring.

Motion Carried Unanimously.

ITEM #7 - Delegation of Faculty Council Powers

Professor Daly moved "that until the first monthly meeting of Council in

September, the Executive Committee of Council shall possess and may exercise any or all of the powers, authorities, and discretions vested in or exercisable by the Council; and the Executive Committee shall report to Council at its first regular monthly meeting in September, what action has been taken under this motion".

Seconded by Professor Jordan.

Motion Carried Unanimously.

ITEM #8 - Nominating Committee

Professor Dermer stated that "The Nominating Committee moves that the following positions to the FAS faculty committees for the 1988-89 academic year be approved (outside and student representatives to be submitted and approved at the beginning of the academic year). The committee also suggested a list of FAS representatives to serve on Senate and the Graduate Faculty".

Seconded by Professor R. Irving.

Professor Peterson raised a few questions regarding omission of committee chairmen and also believed D. Varma should be an ex-officio of the Library Committee.

Associate Dean Borins replied that after the slate had been compiled, resignations occurred and there was not enough time to put a new list together.

Professor Jordan announced that there had not been a motion and approval in Council for the establishment of a Library Committee.

Professor Jordan moved "A Library Committee be established consisting of 4 faculty members, 2 students and the Administrative Studies Librarian as an ex-officio member".

Seconded by Professor Fowler.

Dean Hockin reported that with the absence of the Nominating Committee Chairman, K. Weiermair, some omissions which had occurred could not be filled quickly. He also reminded Council that in accordance with established practice, the positions of faculty representative on Management Committee and Vice-Chairman of Council would be filled by election through a single ballot, the names on the ballot to be approved by the Nominating Committee.

Vote on Library Committee Motion

Motion Carried Unanimously.

Vote on Nominating Committee Motion

Motion Carried Unanimously.

ITEM #9 - Masters Programme Committee

A

Professor Jordan reported that the Masters Programme Committee was requested by Faculty Council at its meeting of April 22nd to submit more information regarding how to implement management skills. The motion was tabled from the last meeting of Council pending this response. The information contained in Part A of Appendix D pertains to six possible ways in which the Faculty could move to improve student performance in management skills and Part B is a series of motions required to implement the fourth of the six specified possibilities.

Professor Jordan moved "that Council resolve to Committee of the Whole for discussion".

Seconded by Professor R. Peterson.

In Favour 21

Opposed 0

Motion Carried.

COMMITTEE OF THE WHOLE

Professor G. Shaw, Vice-Chairman of Council assumed the Chair.

Professor Jordan reviewed the 6 alternatives the Masters Programme Committee considered to improve student performance in management skills.

Professor Shaw stated that the six points would be discussed and a straw vote taken before we rise from Committee of the Whole and report to Council.

Professor Fowler stated that this is a very important decision. He could see more revisions in the very near future, i.e. international business courses. He feels the Masters Programme Committee has done an excellent job with a very difficult problem. The Faculty will need a major revision in the next 2 or 3 years.

Professor Murray agreed with Professor Fowler's comments and suggested that two groups of core courses might be required -- a group of basic courses to be taken by all students and a secondary group of courses which would vary with the major chosen by each student.

Professor Heeler congratulated the Masters Programme Committee for dealing with the current issue. He is in favour of adding a core course rather than reducing the number of electives.

Professor Fowler agreed that good stable electives make for an attractive MBA Programme and agreed the Faculty should maintain 7 electives.

Professor Horvath, having attended some of the presentations the Masters Programme Committee has had regarding management skills, felt the potential design of the course was not clear to him. He recognized the urgency to incorporate interpersonal skills but felt we should experiment with these courses. He strongly urged alternative 2 and the possible postponement of the introduction of a new core course for several years.

Professor Dermer remarked that the question to decide in this discussion is whether a comprehensive core revision is needed immediately, and if so, what group is best to do it.

Professor Borins favoured option 6 for a core revision. U of T has already revised its core and this was a factor in luring some of our faculty members to their Faculty of Management. Students have expressed concern that a core revision is needed immediately and they would not like to wait until 1991. The MBA Programme Committee is dedicated to working on a core revision and the Faculty should take advantage of this.

Professor Fenwick agreed a core revision is necessary and should be unconstrained, but felt we should delay until a new Dean is in place before deciding to revise the core.

Dean Hockin also agreed that an unrestricted core revision is needed. Also, a look at management education broadly defined is needed together with how to reach that objective via the MBA Programme and Executive Development. He recommended faculty read a report from the AACSB on the "Future of Management Education" which is available in his office. The CFDMAS will conduct a similar study in Canada. He also noted that U of T had a special task force to work on their core revision. He recommended that a broadly-based review be undertaken.

Professor Fowler felt we should review the whole programme and we shouldn't wait for a new Dean to begin the process. There is nothing magic about a 12 week course.

Professor Thompson agreed with Dean Hockin's comments. He recommended extending a semester for one week for an intensive course on communication skills, etc. as Columbia and U of T law schools have done. Each mid-term they have a one-week special topics programme.

Professor Peterson supported the Dean's comments but stated that a core revision is not easy. It takes input from all.

Professor Peridis congratulated the Masters Programme Committee for all their work. He agreed that we should educate managers rather than training them. He recommended that a task force be established to do this work under a fresh mandate rather than the Masters Programme Committee. The task force should have nothing to do with Areas. It should not just shuffle courses around.

Professor Lucas supported Professor Fenwick's statements and believes we should go ahead with recommending the interpersonal skills course (OBIR 6500) as part of management skills. He endorsed option 2 and proposed waiting for a new Dean before starting the core revision.

Professor Horvath stated that in 1979/80 a core revision was done. He felt we are rushing into another core revision without recognizing what the problem is.

He believes the Masters Programme Committee has come up with nothing of substance for a core revision. Is our decision informed enough to decide if core review is necessary?

Professor Wolf stated that new courses for the International Trade Centre will be forwarded to Council for approval next Fall & Winter and should have an impact on the core.

Professor Murray suggested a motion to set up a special task force to propose revisions in both graduate and undergraduate programmes.

Professor Borins felt a broadening of alternative 6 would be acceptable to the Masters Programme Committee.

Professor Jordan felt there was a weakness in Professor Murray's motion in that one task force would probably not differentiate adequately between undergraduate and graduate programmes. This could best be done by the two responsible committees. He believes it is unnecessary for a task force to do this work because eventually it will come to the Masters Programme Committee and, in either case, the work will be done by the same group of faculty members. He strongly recommended the Masters Programme Committee handle the work as the responsible committee of Faculty Council.

Professor Murray stated that only with a task force can you differentiate between undergraduate and graduate. The benefit of a task force would be a different structure and membership (eg. alumni, business, public sector, etc.) and more flexibility.

Professor Shaw gave a consensus of the discussion.

Professor Murray moved "Faculty Council recommend that by the beginning of the next Fall term a special task force be appointed by the Dean, with the advice of the undergraduate and masters programme committees, to undertake a comprehensive review of the curriculum and pedagogy of the educational programmes of the Faculty".

Straw Vote

In Favour 11

Opposed 2

Motion Carried.

Professor Peterson moved that Council rise from Committee of the Whole and report to Council.

Seconded by Professor Lucas.

Motion Carried.

Professor Dermer, Chairman, resumed the Chair.

Professor Murray moved "Faculty Council recommend that by the beginning of the next Fall Term a special task force be appointed by the Dean, with the advice of the

undergraduate and masters programme committees, to undertake a comprehensive review of the curriculum and pedagogy of the educational programmes of the Faculty".

Seconded by Professor Peterson.

Professor Jordan stated that this was just another postponement and felt we are brushing this issue under the carpet.

Vote on Motion

In Favour 15

Opposed 3

Motion Carried.

B

Professor Jordan moved "in addition to substantive academic considerations, a proposed new elective course will be approved by the Masters Programme Committee for formal addition to the curriculum only if one of the following conditions is met:

1. The proposed elective course has been taught one to three times as a 6950 with an average enrollment of at least 15 students.
2. Another elective course in the same Area is deleted from the curriculum in conjunction with the addition of the proposed courses.
3. A convincing case is put forward by that Area that an exception deserves to be made for the proposed course due to programme needs, and that there is no effective course offered by the Area where student enrollments are so low as to warrant deletion of the course from the curriculum".

Seconded by Professor R. McClean.

Professor R. McClean inquired why a proposed elective course taught one to three times would be sufficient to be a course.

Professor Wolf noted that the word "Area" is capitalized and would like it amended to a small "a" to include programmes.

Professor Fenwick moved an amendment be made to add "and Programme" after the word "Area" in #2 and #3.

Seconded by Professor Murray.

Vote on Amendment

In Favour 17

Opposed 2

Abstentions 2

Amendment Carried.

Vote on Amended Motion

In Favour 21

Opposed 0

Motion Carried.

C

Annual Workplans for Masters Programme Committee - Professor Jordan congratulated all of his hard working committee members.

ITEM #10 - Workplans of Faculty Committees

The Chairman reported that Faculty Committees prepared a workplan in the Fall and were expected to report to Council in the Spring.

T&P Committee

Professor Mayer reported that 8 files were reviewed by the T&P Committee. 5 were in conflict with the Senate T&P Committee. Of the 8 files, 3 were resolved favourably, 3 more were resolved because of terminations and 2 more were still open.

Office of Student Affairs and Student Services

Professor Irving reported that the Student Affairs Committee's recommendation on admissions was not to change the policies but to search in more detail on what people are doing.

Professor Jordan inquired if the item on page 22, appendix H, last page of the Admission Policy, would be brought to Council.

Professor Irving stated that the Committee did not have a clear view on this.

Report on Debarment Policies and Practices

Professor Irving stated that the Student Affairs Committee tried to answer questions in compiling this report: 1) is our debarment practice working and 2) is the process of appeal satisfactory. Conflict of interest in the only new thing to report.

Professor Jordan advised the Student Affairs Committee that Senate has just passed a new appeal procedure.

Ph.D. Committee

Professor Fowler thanked the members of his Committee, V. Murray, D. Thompson, J. Gillies, C. Curtis, B. Nolte and S. Kitchell.

Professor Peterson inquired where our Ph.D. graduates were going.

Research Committee

The Research Committee's report was on the allocation of minor research grants.

Professor Dermer thanked the Committee Chairmen for informing Council on their Committee's workplans.

ITEM #11 - Other Business

Professor McClean announced that the Vice-President Academic had signed a contract to upgrade the VAX. The machine will be arriving in June and will be in place by September of this year.

Professor Peterson thanked Professor Dermer for his role as Chairman of Faculty Council for the past academic year.

ITEM #12 - Adjournment

Professor Mayer moved that Faculty Council be adjourned.

Seconded by Professor W. Jordan.

Motion Carried.