

FACULTY COUNCIL  
FACULTY OF ADMINISTRATIVE STUDIES

A meeting of the Faculty Council of the 1988/89 Academic Year will be held on Friday, October 28, 1988 at 9:30 a.m. in the McCaskill Centre.

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AGENDA

1. Chairman's Remarks
2. Dean's Remarks
3. Introduction of and Remarks by Marshall Cohen, Chairman  
F.A.S. Advisory Council
4. Launch of F.A.S. Fund Raising Campaign and  
New Initiatives in Alumni Relations  
- Ian Lithgow, Vice-President External Relations
5. Minutes of Previous Meeting
6. Business Arising from Minutes of Previous Meeting
7. Enquiries & Communications
8. Approval of Fall 1988 Graduands.....Appendix 'A'
9. Student Affairs Committee Workplan.....Appendix 'B'
10. Nominating Committee  
- Motion to approve student and outside  
members of Council
11. Computing Services Committee Workplan  
- for information.....Appendix 'C'
12. Other Business
13. Adjournment

MINUTES OF FACULTY COUNCIL

FACULTY OF ADMINISTRATIVE STUDIES

The regular meeting of the Faculty Council of the 1988/89 Academic Year was held on Friday, October 28, 1988 at 9:30 a.m. in the McCaskill Centre.

The following were present:

Dean Horvath  
T. Beechy, Associate Dean Academic  
M. Moyer, Associate Dean, Student Affairs

Members of Faculty:

P. Alley	R. Irving	D. Thompson
M. Anselm	D. Johnston	S. Warner
D. Brewer	A. Mawani	B. Wolf
W. Cook	C. Mayer	
J. Darroch	E. Maynes	
J. Dermer	T. Peridis	
D. Dimick	L. S. Rosen	
D. Fowler	P. Roy	
J. Gillies	G. Shaw	

Others:

T. Burns  
M. Cohen  
C. Courtis  
S. Lewis  
I. Lithgow  
D. Maxwell  
J. Mozas  
C. Pattenden  
M. Scheepers  
C. Shook  
L. Sgarbossa  
D. Varma

H. Barrington - Secretary

ITEM #1 - Chairman's Remarks

The Chairman called the meeting to order. He announced that the agenda included two important presentations regarding improving our relationship with the outside. This meeting would focus on external relations and that it is the Dean's intention to have every Faculty Council meeting focus on a theme. The November meeting will focus on research and teaching with a visit from Robert Johnstone, Executive Director, Ontario Centre for International Business; and Paul Lovejoy, Associate Vice-President Research. The December meeting will focus on progress reports on the initiatives of the Faculty, i.e. C. Mayer,

Enhanced MBA International Business Task Force and V. Murray, BBA/MBA Curriculum Task Force.

ITEM #2 - Dean's Remarks

Dean Horvath reported on an initiative at the September Council meeting and indicated that the Faculty will probably have the opportunity to become the lead institution in Canada in managing Canadian initiatives and support to the Hungarian Management Centre, or what is currently being called, the International Management Centre in Budapest, Hungary. On October 4th, FAS was chosen by the Canadian Federation of Deans of Management and Administrative Studies, with a very strong support of private sector investors in the Centre, to become the Canadian co-ordinator of the project. In addition, together with Mr. Andy Sarlos, Dean Horvath has been appointed to the Advisory Board of the Centre.

Dean Horvath briefly described what the Centre was about and what our involvement means and why we are and should be involved. Hungary and the eastern block countries have no management education, at least not management education, the way we perceive and define it. The International Management Centre in Budapest in Hungary is the very first attempt to put in place a western style management program. This initiative is to a large extent financed by private sources and to some lesser extent government sources in the west, primarily USA and Canada, and more recently also Europe and Japan. The educational program will be at three levels (senior managers, middle managers and young managers programs), and taught by faculty from the west in cooperation with Hungarian faculty and the teaching will be in English. In the short run the focus will be on management education in Hungary only, but some years down the line, it will open up for all of Eastern Europe, and in the third phase, it will be to train Western managers how to do business in the east. The official opening of the Centre is November 1st, with some selected programs starting after January 1st and the major Young Managers program starting in the summer of 1989.

Our Faculty's involvement will be to coordinate and manage the Canadian initiatives, financial and other resources vis-a-vis the Centre. A similar role in the U.S. is taken on by the management schools at Pittsburg University and Indiana University. INSEAD, among others, is involved in Europe.

The budget in Canada is currently in excess of \$500,000, but the potential is there for an additional million or so. Mr. Sarlos has taken on the fund raising initiatives in Canada. We are involved in the project because 1) with our international focus we need to know more about eastern block countries and Hungary is seen as a port to the east at large; 2) it is a very high profile program and it is creating awareness about our school internationally; 3) there could be a possibility to launch executive programs here in Canada, jointly with the Hungarians, on how to do business in the east. He also remarked that there have been some attempts to get involved in a similar project with the Soviet Union.

Fund raising and alumni relations have been listed among other initiatives at the previous Council meeting. Ian Lithgow, Vice-President External Relations at York, will make some remarks on our accomplishments and promise in these areas.

The Dean reported that in the years he has been with this Faculty, the Faculty's Advisory Council has been a problem area. It has been invisible to the Faculty and it has had no impact on the Faculty or on the external environment. He believes a properly selected and well functioning Advisory Council could and should be the Faculty's window towards the business community and to the external community at large. It could be very important and instrumental in 1) bringing the outside world in; 2) giving guidance and support to the Faculty's development and direction; 3) creating awareness and a positive image of the Faculty and its activities in the external community. During the last month or so, and with the support and help of some of the faculty, the Dean's attention turned to this critically important matter to try to identify and establish an Advisory Council which would have the potential and promise to make a real difference. He has always believed that the choice of the Chairman of the Council was the real strategic choice and his preference had been clear to him for quite some time -- Marshall A Cohen, at that time the President and Chief Operating Officer of Olympia & York, and currently the newly appointed President and CEO at Molson. Given his interest and involvement in York University and in our Faculty for some time now, this choice was an obvious one. The Dean approached him a few weeks ago and to his great pleasure Mr. Cohen has agreed to serve as Chairman of the Council and to help Dean Horvath appoint the rest of the Council.

Dean Horvath welcomed Mr. Cohen and introduced him to Faculty Council. Mr. Cohen brings 10 years of expertise in commercial law and corporate finance along with a 15 year career in government to the FAS Advisory Council. In Ottawa he served as Deputy Minister of Energy, Mines and Resources, and Industry, Trade and Commerce, as well as Deputy Minister of Finance, before moving over to share the spotlight with the three Reichmann brothers. He is now leaving Olympia & York to assume the top Molson post. He is a graduate of Osgoode Law School and an honorary graduate of York. He is also a member of the Board of Governors at York University and has been a part time lecturer at Osgoode Hall Law School.

ITEM #3 - Introduction and Remarks by Marshall Cohen,  
Chairman, FAS Advisory Council

Mr. Cohen stated that he is interested in his assignment and he believes very deeply in the Council. He has served as a previous Advisory Council member and felt it had no impact on the school. He believes the Council should be the bridge between the Faculty and the business community. An Advisory Council member can convey the business community's needs and wants to Faculty and should be willing to do this. FAS is responsible for making the Advisory Council a success. Advisory Council members are anxious to help but must be kept interested. FAS must tell Advisory Council members what FAS wants them to do. Mr. Cohen plans on an Advisory Council consisting of 12-20 members. Currently 14 have accepted. The characteristics of the Advisory Council is a

Currently 14 have accepted. The characteristics of the Advisory Council is a wide variety of backgrounds. The next generation Council is not made up of top CEOs but of second level down since this group had not been tapped in the past.

Advisory Council Members

Mr. Marshall A. Cohen  
The Molson Companies Limited

Mr. Lionel G. Dodd  
Olympia & York Enterprises Corporation

Mr. R. Y. Oberlander  
Diversified Group

Mr. B. Swirsky  
Bramalea Limited

Mrs. Anne Fawcett  
The Caldwell Partners International

Mr. S. Lowden  
Gardinar Group Capital Limited

Mr. David A. Galloway  
Torstar Book Publishing

Mr. T. R. Price  
Hees International Bancorp

Mr. John D. McNeil  
Sun Life Assurance Co.

Mr. Dean Groussman  
Canadian Tire Corporation Limited

Mr. David Beatty  
Weston Foods Ltd.

Mr. Paul Cantor  
Investment Bank, CIBC

Mr. David E. Meen  
McKinsey & Company

Mr. Rod Bryden  
SHL Systemhouse Inc.

Mr. Kenneth R. Stevenson  
Coopers & Lybrand

Mr. Peter Cole  
Central Capital Corp.

Mr. David W. Kerr  
Noranda Inc.

Mr. Ken Lyons  
Scott's Hospitality Inc.

Mr. Vic Stoughton  
The Toronto Hospital

Mr. C. H. Hantho  
Dominion Textile Inc.

Mr. Morris Perlis  
American Express Canada, Inc.

Mr. Donald E. Loeb  
Avanti Development Corporation, Inc.

Mr. Cohen asked for any questions.

Professor Irving enquired whether someone from the telecommunication industry had been approached. Mr. Cohen stated that invitations were sent on an individual basis, not industry based, but stated that individuals from the telecommunication industry have been approached.

Professor Jordan asked if members were required to have academic backgrounds. Mr. Cohen replied that none of the members had academic backgrounds and felt it was not needed.

Professor Rosen enquired to what extent was fund raising a factor. Mr. Cohen replied that if people think their responsibility is fund raising, they will leave. FAS and AC members must work together.

Professor Gillies asked if there was enthusiasm from the new members in working with the school. Mr. Cohen stated that the new members were doing this for him not for the school. Members have no strong opinions of FAS either good or bad.

Mr. Cohen stated that there would be four meetings per year with meetings and agendas to be set by the Dean. Professor Shaw added the challenge will be in writing good agendas.

ITEM #4 - Launch of FAS Fund Raising Campaign  
and New Initiatives in Alumni Relations

Mr. Lithgow stated that York has been using outmoded fund raising activities in the past. He showed graphs on the result of York's fund raising over the past 20 years (Attachment). He stated that each year should bring more donors and money and York should not have a major campaign more than once every decade.

1985 - 2.9 million from 2900 donors  
1986 - 2 million from 5000 donors  
1987 - 2.4 million from 6600 donors  
1988 - 2.6 million from 4000 donors

He cited an alumni participation rate for FAS of 10.3%. The average donation from alumni is \$56. This amount is received from 516 out of 5036 alumni. He suggested two possible steps to improve alumni giving. The first, establishing a system of Class Agendas and the second, an advisory council of distinguished alumni. On a broader campaign, Mr. Lithgow made the following comments:

- FAS should not be out trying to get donations from the business community.
- FAS should look at other corporate budgets rather than their charitable budgets.
- FAS should look at unique ways to tap these larger budgets.
- FAS should package programs of interest to companies.

He suggested we set our priorities and we must sell corporations on a vision. In order to accomplish the above we must:

- a) Define priorities/commitments.
- b) FAS must have a favorable public image. Conduct a market survey to find out what corporations think of FAS's image and goals. At what level do companies see themselves buying into.

- c) Leadership. Who buys into the image first is important. Good givers become good getters.
- d) Money. What are our needs and what \$ figure is available. Goals must be attainable.
- e) Timing. Time frame should be short enough so as not to get stuck in a bad economy. No longer than 18-20 months.
- f) Internal Direction. FAS must supply excellent support and first class staff to volunteers. Develop faculty group to work with volunteers. Approximately 6 to 7 months will be required to set up campaign.

#### ITEM #5 - Minutes of Previous Meeting

Professor W. Jordan moved that the minutes of the previous meeting be approved. Seconded by Professor C. Mayer.

W. Jordan enquired about the statement in the minutes under Item 11 that "Dean Pyke sent the proposal to OCGS in the summer". C. Mayer replied that the statement was correct.

K. Harrigan wanted his statement amended in Item 9 on the current computing situation in the Faculty. The date should read "Christmas as a realistic date" not November 1st.

#### ITEM #6 - Business Arising from Minutes of Previous Meeting

The Chairman announced the results of the recent election. W. Jordan will be the faculty member on Management Committee and D. Dimick will be Vice-Chairman of Council. The senators will be T. Beechy, I. Fenwick, J. Gillies and S. Warner.

#### ITEM #7 - Enquiries and Communications

nil.

#### ITEM #8 - Approval of Fall 1988 Graduands

Professor Moyer moved acceptance of the Fall 1988 Graduand List. Seconded by Professor D. Thompson.

Motion Carried.

#### ITEM #9 - Student Affairs Committee Workplan

Professor P. Roy presented his Committee's Workplan for information.

ITEM #10 - Nominating Committee

In the absence of the Chairman of the Nominating Committee, Professor Rosen moved the slate for the Nominating Committee.

Seconded by Professor W. Jordan.

Motion Carried.

The Chairman asked the President of the GBC, John Mozas, to introduce his Council's membership and the Chairman also introduced Peter Christian from Denmark.

ITEM #11 - Computing Services Committee Workplan

The Chairman reported that the Chairman of the Computing Services Committee gave his regrets at not being able to attend the meeting. The Chairman reported that the Executive Committee is currently discussing having the Computing Services Committee report to Council as a standing committee of Council.

ITEM #12 - Other Business

nil.

ITEM #13 - Adjournment

Professor Shaw moved that Faculty Council be adjourned.

Seconded by Professor R. Irving.

Motion Carried Unanimously.