

THE FACULTY COUNCIL MEETING  
FACULTY OF ADMINISTRATIVE STUDIES

The first meeting of the Faculty Council of the 1981-82 Academic year will be held on Friday, October 2, 1981 at 9:30 a.m. in the McCaskill Centre.

AGENDA

1. Chairman's Remarks
2. Dean's Remarks
3. Minutes of Previous Meeting (May 29, 1981)
4. Business Arising from Minutes of Previous Meeting
5. Enquiries and Communications
6. Masters Program Committee Report....Appendix 'A'

This report will be discussed in Committee of the Whole only. No votes will be taken. Feedback from the discussion as well as other sources will be utilized in developing a revised, more detailed, report which will be submitted to Faculty Council for approval at a later meeting.

It is very important that as many faculty as possible attend this preliminary discussion of these important proposals for curriculum changes in order that the Masters Program Committee get a clear idea of the nature and extent of support for them prior to drafting the detailed revisions to the Calendar and new course proposals.

7. Other Business
8. Adjournment

MINUTES OF FACULTY COUNCIL  
FACULTY OF ADMINISTRATIVE STUDIES

The regular meeting of the Faculty Council of 1981-82 Academic Year was held on Friday, 2 October, 1981, at 9:30 a.m. in the McCaskill Centre.

The following were present:

W.B. Crowston - (Dean) Chairman  
V.V. Murray - (Associate Dean - Academic)  
D. Brewer - (Associate Dean - Student Affairs)

Members of Faculty:

P. Alley	C. Mayer
B. Amoaku-Adu	R. McClean
N. Biger	C. McMillan
W. Cook	M. Moyer
A. Courtney	L. Rosen
J. Dermer	P. Simmie
D. Dimick	P. Tryfos
I. Fenwick	R. Vachon
J. Gillies	S. Warner
R. Heeler	T. Warner
J. Hull	K. Weiermair
W. Jordan	T. Wilson
T. Kuhn	J. Yagil
R. Lucas	U. Zohar

Other Members in Attendance:

J. Green - President, Graduate Studies Business Council  
D. DiGironimo - President, Undergraduate Studies Business Council  
N. J. O'Keefe - Secretary of Council

Item #1 - Chairman's Remarks

The Chairman welcomed those present, to the first Faculty Council meeting of the 1981-82 academic year. He introduced this year's representatives to Council, from the Graduate Students Business Council and the Undergraduate Students Business Council - Ms. M Brown and Mr. T. Holdroyd, respectively.

Item #2 - Dean's Remarks

The Dean commented that current response to schools of management from both the business sector and government, is favourable. The Canadian Federation of Deans is partially responsible for an increase in interest from business and government. A three year plan for spending has been established by SSHRC, at levels of \$600.000 in the first year, \$1.1 million in the second and \$1.6 million in the third. Guidelines for expenditure have been set up by the Federation of Deans.

### Enrollment

This year York University's enrollments have experienced a dramatic increase. In the Faculty of Arts, enrollment has increased by 20%. The overall increase in enrollment at York is 12-14%, one possible reason being that other universities have held enrollment levels constant while York has not had restrictions. In the Faculty of Administrative Studies, the intent has been to hold enrollments constant. Since registration takes place three times a year, greater (than usual) enrollments may occur in a semester but will be levelled out to 'normal' in the following semesters.

### Budget

The Policy Committee is recommending no cut in budgets for the coming year. This year however, the Board of Governors required a 1% cut and is currently discussing the possibility of a 3% cut for 1982-83.

### Fund Raising

The fund raising campaign has projected a possible income of \$15 million. Approximately 40 major businesses have been approached yielding campaign funds of \$3 million. While company participation was greater than expected, donations were less than projected. Total funds raised to date is \$4 million and a number of positive comments have been received concerning the Faculty of Administrative Studies. During the campaign, faculty are required not to approach companies for research funding, however once a business has been approached for campaign funds, faculty may pursue funding from these companies.

The next level of the campaign, to be initiated a year from now, is approach to small business. In October this year, the internal campaign will be initiated, directed at students, staff and faculty.

### Faculty Business

#### Strategic Management Report

One of the main activities for Faculty Council is the implementation of the Strategic Management Report. At present, three umbrella groups have well established projects. These are, the Max Bell Centre of Business and Government Studies, (Professor Gillies), Research on Economic and Corporate Development, (Professor Daly, Horvath and Biger) and the Centre for the Application of Management Science and Marketing, (Professor Fenwick).

The Dean stressed that the establishment of more 'umbrella' groups is encouraged. Until external funding is forthcoming, the Faculty is offering its support.

### External Relations

The Dean announced that with the recent retirement of Mr. D. LeSueur, Ms. Pat Stobbs of the Communications Department has been appointed to maintain Faculty of Administrative Studies publicity. Her time will be divided equally between the Faculty and the Communications Department. Any items previously sent to Mr. LeSueur should now be directed to Ms. Stobbs, c/o Room 406 , Administrative Studies Building.

### Faculty Activities

Recent events in the Faculty have included an excellent Career Day, a well attended '601' Reception for company representatives. Up-coming are two major evenings sponsored by the Association of Students and Business with speakers from Marketing and Finance business communities.

### Five-Year Report

This report will be completed by the beginning of November and an expected 10-15,000 copies will be distributed across the country.

### Hiring Priorities

The Dean commented on the discussions which have taken place in Operating Committee concerning hiring for 1982-83. The Executive Committee has agreed that the Accounting area requires the addition of two faculty members and has approved that funds be earmarked for hiring. The Committee also agreed that pending availability of funds, the Finance area has second priority to hire one new faculty member. Beyond these priorities, none other have been established. Hiring practice will however, be guided by recommendations outlined in the Strategic Management Report.

### Personnel

The Dean announced that Mr. Jim Coutts, previously of the Prime Minister's Office would be joining the Faculty as a Fellow of Faculty of Administrative Studies. Mr. Coutts has an ambitious program of work prepared and will be researching and writing while in residence. Mr. Coutts' experience in the government and how it works will provide a valuable contribution to the Faculty.

### Discussion

Following his remarks, the Dean asked for any questions/comments from the Faculty. The major concern expressed by individuals was the increase in enrollment, specifically in the Faculty of Administrative Studies and resulting increase in class size. Some faculty members felt that the standards of academic achievement requirement has dropped and therefore the 'quality of the student' has dropped. It was argued however, that GMAT scores and undergraduate grades, have increased each year and therefore the quality of students has improved. The cut-off level of GMAT has increased 100 points to 550 presently and under-graduate grades from B- to a B level. In relation to increased enrollments, class size is a problem. Faculty members felt that facilities are not adequate to cope with the number of students.

More students have been admitted this semester than intended, however it is operationally possible to reduce the numbers incrementally over the next two semesters.

Jack Green, President of Graduate Business Council suggested that the problem with large classes might be solved by offering lectures for a course combined with a tutorial programme for smaller group work.

Professor Cook advised that he was doing this now informally, by adding tutorials to class time to help students with problems. The Dean advised that in areas having such problems, he would support additional requirements with funds to assist.

Item #3 - Minutes of Previous Meeting

Professor Jordan moved that the Minutes of May 29, 1981, meeting be accepted as written.

Seconded by Professor Mayer  
Carried.

Item #4 - Business Arising from Minutes of Previous Meeting

Nil

Item #5 - Enquires and Communications

Nil

Item #6 - Masters Program Committee Report

The Chairman pointed out that this subject is to be discussed in committee of the whole in this meeting and therefore is an informal but important 'debate' to hear the comments and ideas from the faculty and gauge their support for the new course proposals. The Chairman asked Professor Murray to give a brief introduction prior to resolving into committee of the whole.

Professor Murray stated that in the Spring 1979 the Strategic Planning Committee carried out a opinion survey of faculty, students and alumni. Research information was obtained from the Harvard Business School, new business schools, the Federation of Deans of Business, and two international studies on management education. This information has been summarized into a report and exerpts form part of the Strategic Management Committee Report (Part I). The overall concensus is that our curriculum requires some changes to fill the 'knowledge gaps' in the program, intergrate the area disciplines based on business and public administration and offer a greater concentration in the course content of practical applications in management.

It is natural and expected that the concensus may be lost when the discussion comes down to particlar details. However, considerable research and discussion has gone into this proposal and the result, in brief, is that the optional core be replaced by required core courses (4) to ensure adequate exposure of all areas to the student.

Last April, Area Co-ordinators and committee members proposed that the report be presented first within the area and following this, an area faculty member be appointed for group discussion. This ad hoc group recommended that the proposal (as presented) be brought to Faculty Council to obtain some feed-back and then returned again with a more detailed outline, particularly with respect to course descriptions.

Professor Murray indicated that it was not the committee's intention to discuss the content at this point, but to offer Faculty Council a formal setting for discussion of the proposal in general.

Professor Murray moved that Faculty Council now dissolve into committee of the whole for discussion.

Seconded by Dean Crowston  
Carried.

The following comments and questions are the major points of the discussion expressed during committee of the whole.

- Professor Rosen expressed concern with the proposal viz confirmation of 1982-83 faculty hires. It is necessary to know absolutely the number of available faculty members. Professor Rosen also expressed the opinion that it is difficult to evaluate and discuss the proposal in general terms and come up with concrete suggestions.
- Professor Jordan referred the committee to Item C of Motion I. He suggested that if students are allowed to take 2 of the core courses in second year, it will necessitate the co-ordination of which courses are taken in which year. Professor Murray indicated that there is a minor dilemma with 'float' courses, but that the co-ordination of these can be worked out. Professor Jordan further stated that the proposal appeared to be the same as the old format of core courses with one elective. Professor Murray responded, saying that the core courses would be different and were crucial as pre-requisites to other courses.
- Professor Heeler stated that there would be little room for flexibility for the students and questioned whether students had been surveyed for their opinion. Professor Murray reiterated that the alumni had been part of their research survey.
- Professor Murray asked Professor Cook to comment on the discussions which took place with the area representatives. Professor Cook stated that the outline is an attempt to review the issues and to offer core courses to fill the gaps and broaden the students comprehension of interdependent topics. The feeling from the students in particular, is a need for more quantitative skills. Employers are finding that graduates are missing basic skills or have the very minimum skill level.

-The Dean advised that the detailed outline of the course proposals would be re-introduced and discussed again in Faculty Council. He suggested that a group of students be 'run-through' the core this Winter and officially commence the revised program format in September 1982.

A lengthy discussion took place regarding the general outline of the proposal. Some members indicated that it was not feasible to discuss the proposal without appropriate details on course outlines and all probable problems arising from the new format being solved.

-Professor Dermer indicated to the members that the committee was asking for an endorsement to revise the program as changes are both necessary and desired, and that the faculty will support the committee to review these changes and continue the effort to ultimately produce graduates with the necessary skills.

-Professor Weiermair supported this comment and advised areas to submit their suggestions to the committee. Several faculty expressed the concern that changes may be necessary but questioned the process. Professor Brewer felt that perhaps the committee has been too pragmatic in their aims, in that some skills simply cannot be taught to students. Professor Heeler pointed out that there are three areas in which students are poorly developed. These are, writing, presentation and comprehension. Professor Murray stated that particularly in the area of writing skills, the committee is still working on this item. Communications Co-ordinator, Barb Kisiala is also working on this item and some possible options for the program. Professor Jordan stated that if at this point in a student's education, he/she did not have the necessary writing skills, he felt it may be too late.

-Professor Zohar stated that the end product of this proposal is to produce a better graduate student who has the necessary skills. He recommended that the committee be given approval to continue with the detailed work of this proposal.

-Professor Cook advised the members that many of the questions and comments raised in the discussion have already been dealt with by the committee. The proposal presented today is the result after consideration of these same questions.

The Chairman closed the discussion and requested that Professor Murray present his motion for a straw vote in order to resolve the question - whether the committee should resume its work on the proposal.

Professor Murray moved that the committee of the whole approve Motion I, (Appendix 'A') as it is written.

Seconded by Professor Biger  
Carried; 1 Opposed; 3 Abstentions

The Dean moved that Council now rise from committee of the whole.

Seconded by Professor Biger  
Carried.

Item #7 - Other Business

Nil

Item #8 - Adjournment

Moved by Professor Biger that Council be adjourned.

Seconded by Professor Mayer  
Carried.