

THE FACULTY COUNCIL
FACULTY OF ADMINISTRATIVE STUDIES
Notice of Meeting

A meeting of the Faculty Council of 1980-81 Academic Year will be held on Friday, 1 May 1981 at 9:30 a.m. in the McCaskill Auditorium.

A G E N D A

1. Chairman's Remarks
2. Dean's Remarks
3. Minutes of Previous Meeting
4. Business Arising from Minutes of Previous Meeting
5. Master's Program Committee Report
- New Course Offerings
6. Faculty Research
7. Executive Development
8. Other Business
9. Adjournment

MINUTES OF FACULTY COUNCIL
FACULTY OF ADMINISTRATIVE STUDIES

The regular meeting of the Faculty Council of 1980-81 Academic Year was held on Friday, 1 May, 1981, at 9:30 a.m. in Room 037, Admin. Studies Building.

The following were present:

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

Members of Faculty:

S. Borins	D. Horvath
W. Cook	W. Jordan
A. Courtney	R. McClean
D. Daly	D. Morrison
J. Dermer	M. Moyer
D. Dimick	G. Shaw
J. Gillies	P. Simmie
R. Grasley	T. Wilson
R. Heeler	S. Zysman

Other Members in Attendance:

D. Boothman - Ph.D. Student Representative
C. Curtis - Student Affairs, Manager
J. Green - President, Graduate Studies Business Council
D. LeSueur - Executive-in-Residence
M. Lundman - Assistant to the Dean
N. J. O'Keefe - Secretary of Council

Item #1 - Chairman's Remarks

The Chairman introduced Jack Green, the new President of the Graduate Students Business Council and new members of staff, Marta Lundman, Assistant to the Dean and Jane O'Keefe, Administrative Officer.

Item #2 - Dean's Remarks

(a) Hiring

The Dean stated that J-C Spender has accepted the offer of a full-time appointment in the Policy area and John Hull accepted a full-time appointment in the Finance area. Two offers, contractually limited, have been accepted by Gareth Morgan in OBIR and Uri Ben-Zion in Economics/Finance areas. An offer to Miles Livingston in the Finance area was not accepted. The Dean indicated that the Operating Committee would re-consider the offer to Livingston.

(b) Budget 1981-82

The Dean advised that the Faculty would receive \$180,000 from the Growth Fund into the base budget. Some cutbacks can be expected in the coming year however, most service levels will be maintained.

(c) Strategic Management Committee

The Committee has been working on policy guidelines for the areas of research, executive development, the MBA programme, and the Ph.D. programme. In a previous Faculty Council meeting guidelines were approved for the Undergraduate Programme. A meeting was scheduled on May 19th & 20th of those interested in changes in the MBA core and electives. This discussion will allow the Strategic Management Committee to develop a final proposal for the MBA Programme.

(d) New Officers

The Dean reported that some reorganization could be expected as the new Administrative Officer would be reviewing current policies/practices with respect to xeroxing, printing and telephones. Upon questioning concerning xerox policy, the Dean indicated that an increased level of service would be available.

Item #3 - Minutes of Previous Meeting

Moved by Professor Murray that the Minutes be adopted as written.
Seconded by Professor Jordan.
Carried.

Item #4 - Business Arising from Minutes of Previous Meeting

Nil

Item #5 - Reports of Standing Committees

(a) Masters Program Committee Report

(i) New Course Proposals

Professor Murray introduced this item stating that the Masters Program Committee had approved the courses in December 1980. The Executive Committee had until now decided to postpone presentation of the motion to Council in order to rationalize the electives. Both courses have been included in the Winter schedule pending Faculty Council approval.

Motion No. 1 in the Masters Program Committee Report (Addendum I) was now presented by Professor Murray.
Seconded by Professor Wilson

Professor Jordan stated that the course description could be improved.

After a brief discussion the motion was now placed before Council and carried.

Professor Murray now presented Motion No. 2 in the Masters Program Committee Report (Addendum I).
Seconded by Professor Dermer.

Professor Grasley pointed out that while it is desirable for a student to take Policy 660 as the pre-requisite to 644W it is impossible to take the necessary course, Policy 662 unless taken concurrently.

Professor Brewer questioned the need for four courses to complete entrepreneurial studies, indicating that two courses Policy 660 and 662 plus one consulting course gives the student sufficient exposure to Small Business Management. Professor Brewer expressed his concern that the Faculty would be wasting resources by offering the proposed course.

Professor Daly stated that the entrepreneurial program was originally based on student demand and employer demand and the motion should be conditional on looking at these two criteria.

Professor Zysman pointed out that students need this course in "how to run a small business". He stated that the student reaction has been positive to the course, which addresses the small business enterprise versus a large business.

Professor Brewer agreed with Professor Zysman's comments but again expressed the opinion that the current course offerings cover the content.

Professor Grasley stated that 97% of all Canadian businesses are classified as 'small'. The demand for a course dealing with the management of a small business enterprise exists and no current course gives full attention to this area.

Professor Daly put forth an amendment to the motion;
- that Council approve the course conditional on further discussion of this concentration together with all programs offered in the coming academic year, preferably before next year's calendar issue in November.

Professor Daly moved that the amendment be accepted.
Seconded by Professor Shaw.

In Favour - 7; Against - 13; Amendment Defeated.

The original motion was now placed before the Council.

In Favour - 19; Against - 2; Carried.

Item #6 - Faculty Research

In introducing this item, Dean Crowston stated that the section of the proposals concerned with "research groups" have been discussed and

endorsed by the Research Committee. The paper by Wade Cook and Helen Porter "Rating Canadian Business Schools" shows that York has done well in publications over the last five years, however greater impact would be possible with increased output and by more focus in our research publications. The Council was asked to endorse the objectives as outlined in the Strategic Management Report, pages 28 and 29.

Professor Dimick, Vice-Chairman of Faculty Council, as Chairman during committee of whole, convened the discussion. Dean Crowston summarized the content of the document prepared by the Strategic Management Committee, suggesting eight operational proposals to increase research output for us at York.

The following briefly outlines major points raised during the discussion. (The reference numbers following each statement refer to the proposals outlined on Page 5 and 6 in the F.A.S. Research Strategy paper).

- Professor Jordan stated that 'umbrella' groups would be counter-productive to research procedure (ref. #3).
- Professor Taylor indicated that only .5 articles in one of 45 journals would exclude publication in several journals. He also questioned the exclusion of books. (ref. #4).
- Professor Borins stated that #4 required amendment, in that a limit on the number of journals is constraining. He added that books and/or chapters of books should be included. He suggested that the proposal should indicate "... leading management journals", excluding the number limit. (ref. #4). Dean Crowston responding to Professor Borins, stated that the intention is not to limit other forms of output but that a narrower focus in a specific area will have a greater academic impact. (ref. #4).
- Professor Simmie stated that funding is a major consideration. Sufficient funds are necessary for services such as secretarial support, travel and research assistants. Without the initial support for research, there is inadequate motivation to form groups in order to seek research funding. (ref. #3). Professor Daly continuing on this same topic agreed that funds and services are not now available in order to set-up a research group. (ref. #3).
- Dean Crowston indicated that opportunities for funding to individuals may decrease significantly in the future. Group research projects will have a considerably better chance for funding. (ref. #2 and 3).
- Professor Borins pointed out the need to 'administer' group projects and posed the question of what resources would be available and who would administer the umbrella groups? Dean Crowston responded, stating that the Research Committee would be involved to propose groupings, some funds would be available initially, and ultimately the group research projects should receive adequate research funds to be self-supporting. While individual research is still valued, grants to groups are more likely to receive support.

- Professor Taylor suggested that there could be some re-wording of items #4 and 5 as they make the same statement. Professor Daly stated that "...leading management journals' ref. #4, referred to scholarly journals. Professor Borins suggested that #5 be re-worded, that "...professional journals" is too limited a term.

The Vice-Chairman suggested that a motion be put forth on these recommendations.

Professor Courtney moved that items #1-8 be submitted to the Research Committee for elaboration of meaning and an indication of the administrative procedures to carry out the proposals.

Seconded by Professor Borins.

In Favour - 4; Against - 11; Motion Defeated.

Dean Crowston indicated that the main motion page 5, should be corrected to read, "To this end it seeks to establish and maintain presence in the Canadianetc."

As the discussion continued both Professor Dermer and Professor Borins expressed the concern that the wording of the main motion posed too many questions. Professor Horvath pointed out that the proposal was simply a request for Faculty support of research and to be aware of the needed adjustment in the strategy to pursue funding, due to the changing environment.

Professor Taylor moved; that the Faculty Council endorses the proposal that in allocating research funds, the Faculty take cognizance of new opportunities for increasing group research grants and support such faculty proposals as "umbrella groups".

Seconded by Professor Borins.
Carried.

The Vice-Chairman now moved that the committee (of the whole) endorse items 6, 7 and 8.

Seconded by Professor Daly.
Carried.

The Vice-Chairman moved that the Committee now rise and report.
The motion was adopted by the committee.

The Chairman now moved that Faculty Council adopt the report of the Committee.
Motion carried.

Item #7 - Executive Development

The Dean stated that in considering the objective of Executive Development activity, the Council give attention to the implementation

guidelines. The Faculty should promote and support growth in the area of Executive Development which will contribute income to the Faculty and involve Faculty in programmes where possible. An advisory group will be appointed by the Dean to examine new programs.

The Dean now moved that Council endorse the objective stated in the Executive Development document and implementation guidelines as outlined (attached).
Seconded by Professor Daly.

Professor Shaw stated that to date, Faculty involvement in Executive Development programs was minor. The Dean responded that the intent is to encourage Faculty involvement in the presentation of programs thereby providing a high level of visibility for the Faculty.

Professor Jordan commented that the Faculty is being asked to support both Executive Development and new research initiatives which will result in some trade-off in allowing sufficient time for both. He indicated that some monitoring of the two will be necessary.

Professor Daly stated that in 5 years, 90% of the Faculty have been involved in Executive Development programs less than one hour per year. Professor Horvath responded saying that the opportunity will now exist for greater involvement by Faculty in Executive Development programs.

The main motion was now placed before Council and carried.

Item #8 - Other Business

Professor Daly referring to the slate of nominees for Management Committee and Good Offices moved that Council approve the nominations for election by mail ballot.
Seconded by Dean Crowston.
Carried.

Item #9 - Adjournment

Moved by Professor Dermer that Council adjourn.
Seconded by Professor Borins.
Carried.