

FACULTY COUNCIL
FACULTY OF ADMINISTRATIVE STUDIES

Notice of Meeting

A meeting of the Faculty Council of the 1985/86 Academic Year will be held on Friday, October 25, 1985 at 9:30 a.m. in Room 033 A.S.B.

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. Nominating Committee
 - Motion for the approval of additions to FAS Faculty Council and FAS Committees for the 1985/86 Academic Year.....Appendix 'A'
7. Undergraduate Programme Committee
 - Motion for FAS reply to Senate CEAS re Common Grading Scheme.....Appendix 'B'
8. Associate Dean Student Affairs
 - Approval of Graduands for the Fall 1985 Convocation.....Appendix 'C'
9. Ph.D. Committee
 - Update on Expected Funding Arrangements
10. Task Force on Financial Services
 - Motion to move to Committee of the Whole.....Appendix 'D'
11. Other Business
12. Adjournment

Please note room change to 033 ASB

MINUTES OF FACULTY COUNCIL
FACULTY OF ADMINISTRATIVE STUDIES

The regular meeting of the Faculty Council of the 1985-86 Academic Year was held on Friday, October 25, 1985 at 9:30 a.m. in Room 033 A.S.B.

The following were present:

A.B. Hockin - Dean
T. Beechy - Associate Dean, Academic
S. Borins - Associate Dean, Student Affairs

Members of Faculty:

P. Alley	R. Irving
N. Biger	W. Jordan
D. Brewer	R. McClean
W. Cook	R. Peterson
J. Dermer	E. Phillips
J. Dewhirst	L.S. Rosen
D. Dimick	G. Shaw
I. Fenwick	J. Smithin
D. Fowler	S. Warner
S. Friedland	T. Warner
R. Heeler	A. White
D. Horvath	B. Wolf
J. Hull	U. Zohar

Other Members:

J. Parkinson	S. Russell
A. Izso	C. Curtis
D. Varma	C. McPhun-Beatty
D. Peters	B. Moffat
S. Beard	C. Pattenden
D. McMillan	E. Ozon

H. Barrington - Secretary

Item #1 - Chairman's Remarks

The Chairman called the meeting to order. Professor Peterson welcomed new members to Council and asked them to introduce themselves. Members were also reminded to sign the attendance sheet. Professor Peterson stated that it is the opinion of the Chair that Council have more meetings to share opinions and deliberate more. At one time there used to be more extensive Council meetings where legislation was passed. Subsequently, it was decided that too much "ad hoc" legislating was taking place on the

floor of the Council. As a result, greater emphasis was put on work in sub-committees of the Council. He expressed the opinion that this trend must be reversed and more Council meetings held. The Chairman reported that one of the suggestions from Executive Committee was to have a modified question period at Council meetings. Professor Peterson strongly welcomed any comments.

Item #2 - Dean's Remarks

Dean Hockin referred to the minutes of the May Council meeting. He reported that under the term "Delegation of Faculty Council Powers", no action had been taken by Executive Committee over the summer months.

Dean Hockin reported that the YUFA strike had been brief and did not adversely affect the students of this Faculty. He stated that we are all anxious for it to be forgotten.

He announced that the Fall Convocation will take place on Saturday, November 2nd at 8:00 p.m. with 122 MBA students scheduled to graduate, 1 under the Joint Laval Programme and 5 Lyon students. 11 students are on the Dean's Honour List and 4 BBA's are also graduating. Mr. Xing-De Wang of the Nankai Exchange Programme will be the first graduate of the Nankai Exchange Programme. Dean Hockin urged all faculty members to attend the Fall Convocation.

Dean Hockin also reported that at the May Council meeting he announced the appointment of Alice Courtney to the Nabisco Chair in Marketing. Also, after ten years, the Ph.D. Programme has received funding. Unfortunately, the extent of the funding has not yet been determined but will be known in April of next year. He announced that D. Fowler, Chairman of the Ph.D. Programme, is currently working on a budget.

Dean Hockin requested Associate Dean S. Borins, to report on our current registrations. Associate Dean Borins reported that the applicant pool has diminished with a drop of 30% in applicants. However, the enrollment level has remained the same as have the GMAT's. The question was raised as to whether this was a cause for concern. He replied that in time this might be a concern as other schools are competing vigorously for applicants.

He stated that our strategy is for FAS to be large but also have a high quality programme. The advantage for being big is flexibility. He commented that in order for us to support this we need to maintain our quality enrollments. In order for us to accomplish this, the Student Affairs Office is developing a data base on applicants to enable them to analyze the system more rapidly and also a recruiting poster and film are underway. Recruiting trips are planned throughout the country beginning in January. He also reported that part-time MBA's are being recruited from our alumni network. Council members asked questions regarding the applications.

Dean Hockin advised Council that the budget has not yet been finalized. His scheduled budget meeting with Mr. Farr had to be cancelled due to the recent YUFA strike. A new meeting has been scheduled next week with Dr. Found and Mr. Farr. Dean Hockin advised Council that he would like to use Executive Development profits to develop new programmes for Administrative Studies.

Item #3 - Minutes of Previous Meeting

Professor W. Jordan moved that the minutes of the previous meeting be approved.

Seconded by Professor G. Shaw.

Approved Unanimously.

Item #4 - Business Arising from Minutes of Previous Meeting

Nil.

Item #5 - Enquiries & Communications

The Chairman reported that this item will be covered under agenda item #7.

Item #6 - Nominating Committee

Professor J. Dewhirst, Chairman of the Nominating Committee, moved that the following additions to the FAS Faculty Council and FAS Committees for the 1985-86 academic year be approved.

Seconded by Professor R. Heeler.

Motion Carried.

Item #7 - Undergraduate Programme Committee

Professor S. Warner, Chairman of the Undergraduate Programme Committee, introduced this item. He stated that an amendment should be made to the motion - the paragraph "We are in agreement marginal failure" should go just before Table 1 and also Professor Webber telephoned him and suggested another sentence to be added to the response to Senate CEAS - "We also suggest that, before any changes are made, the consequences for all Faculties should be considered". He stated that the BBA Committee moves that the FAS Council Secretary reply to the July 24, 1985 memorandum from Senate CEAS as follows: (copy of motion attached to agenda).

Seconded by Professor T. Beechy.

Professor Jordan stated that he was present at the Senate meeting when this item was passed. He moved that an amendment be made to the paragraph "We are in agreement ... marginal failure" by adding the following sentence: "However, we recommend that the term 'marginal failure' be shortened to the word 'marginal'".

Seconded by Professor Fowler.

1 contrary to amendment.

Amendment Carried.

Vote on Amended Motion

Motion Carried.

Item #8 - Associate Dean Student Affairs

Associate Dean S. Borins moved that the attached list of graduants for the Fall 1985 Convocation be approved. (List attached to agenda.)

Seconded by Professor R. Irving.

Motion Carried.

Item #9 - Ph.D. Committee

The Chairman announced that the Executive Committee had requested Professor Fowler to give a report to Council on the Ph.D. budget. Professor Fowler commented that the Dean had covered most of the details under his remarks. He reported that the funding arrangements will consist of \$4,000 per full-time resident student per semester and less for non-resident students. The funds will be paid to the University who will want some of it as will the Faculty of Graduate Studies. Professor Fowler is developing a budget which will be the basis on which we negotiate with the University.

General questions were asked regarding funding for the Ph.D. Programme. Professor Shaw inquired if we should recruit more heavily because of this extra funding.

Item #10 - Task Force on Financial Services

The Chairman reported that this item is for discussion and brought

forward by the Dean and the Task Force on Financial Services. He stated that the Vice-Chairman of Council, W. Jordan, would Chair Committee of the Whole.

Professor J. Hull moved that Council resolve to Committee of the Whole for discussion.

Seconded by Professor D. Fowler.

Motion Carried.

COMMITTEE OF THE WHOLE

The Chairman outlined basic procedures to be followed during discussion in Committee of the Whole; that a motion does not require a seconder and is followed by a 'straw vote', in order to assess the general opinion of the members.

The Vice-Chairman took the Chair and identified the relevant motions. The first motion was on page 2 "The Task Force recommends that the Faculty approve the potential establishment of an Institute or Centre within FAS for the study of financial institutions".

The second motion was on page 4 "that the faculty approve continued negotiations with the ICB".

Attention was drawn to the statement on page 6 "that it is the unanimous opinion of the Task Force that the two initiatives are closely related and must proceed concurrently".

Professor Hull stated that the comment on page 6 of the Task Force Report "one is intertwined with the other" is important. We can't go ahead with one without the other.

The following comments form the record of the discussion of the Task Force on Financial Services proposal from Council members.

Professor T. Warner inquired as to whether this initiative would be under a separate entity. Dean Hockin replied that it is uncertain how separate the organization would be. Separate funding from new sources in the financial community would be generated. Contractual or tenured faculty would be used.

Professor L.S. Rosen expressed concern regarding the financial aspects of this initiative. i.e. lease arrangements. Professor Beechy responded saying that every detail in connection with this initiative would be thoroughly investigated.

Professor D. Dimick inquired if tenure stream appointments would be used for teaching and also whether this would be part of a faculty member's

normal course load. Professor Hull responded to this question stating that it would not be part of a faculty member's regular teaching load and extra stipends would be paid.

Professor Hull stated that contractual and visiting appointments would be used to strengthen the faculty and make the teaching of these courses feasible.

Professor Heeler commented that he hoped the courses taught would be courses we would be proud of.

Professor Fowler commented that individuals from the outside would be teaching the courses if they were better qualified and that this is not a Finance initiative.

Dean Hockin advised Council that the objective declared by ICB is to have courses equivalent to MBA courses. They would like courses developed that would eventually be recognized as MBA quality.

Professor Fenwick felt that faculty members with research interests in this area would be spread very thin.

Professor Hull stated that teaching for the ICB is very stimulating as he has taught courses for them.

Professor Waters felt that many faculty members do extra teaching and consulting and this would be an opportunity for them to teach for the ICB as an alternative.

Dean Hockin advised that we have to remember that the proposal for the ICB suggests we should be able to take on three or four contractually limited faculty. If we go ahead with this proposal for research and teaching at the MBA level, funding would have to be generated. Our reputation within the financial community for this initiative should generate funding for other projects within our Faculty.

Professor S. Friedland reported that he and the Dean had had discussions with the Insurance Institute regarding a similar proposal. He expressed his concern over what role the bankers would play and what role the Faculty would play. He also wanted to know what control we would have over the quality of applicants, course content, and also the hiring of a Director, and the control over running this programme.

Professor Hull responded to Professor Friedland's questions. He stated that the Task Force had discussed in great detail the question of admission of students. This programme is like an Executive Development Programme and the banker's courses are the same all over. We won't have control over courses as the content has to be similar across the country. We will be able to reserve the right to reject courses we are not happy with for academic content. The ICB have not asked us to set up a Centre or an Institute, this Centre or Institute would be the Faculty's.

Dean Hockin reported that on page 5 of the Task Force report, the subject of quality control is answered in the last paragraph "FAS must be satisfied".

Dean Hockin also stated that the quality of these courses is high as he has reviewed some of the work prepared by our faculty. We will not have control over the quality of applicants. ICB would like us to administer this programme and they must be prepared to pay for a director and a secretary. This will be our appointment with no interference from the ICB. ICB must also give us money to acquire space for these courses.

Professor Hull commented that this is not just a banking initiative but also a financial services initiative.

Professor Heeler stated that he was in favour of the basic principle but felt more controls were needed. He also stated that the Manchester Business School has had a similar initiative and their MBA programme has suffered.

Professor Biger commented that he has seen similar programmes in other countries and the same thing happens - their MBA programme suffers and research becomes secondary. It is also his opinion that many faculty members who do not make the tenure stream grade would teach these courses. He is also concerned that ICB might like advanced standing for some of these courses for our BBA and MBA programmes.

Professor Shaw commented that this type of service to the outside business community is good and also the Centre would be ours.

Professor Phillips expressed his concern on the control of content. He feels the University should have the final say. At the beginning it should be made very clear that we have the final say in controlling the programme.

Professor S. Warner inquired if we could be sure that BBA courses would be maintained by full-time faculty and not overload teaching.

Professor Beechy advised that three new faculty members would be added to the programme to compensate for the overload.

Professor T. Warner advised Council that we would have to have Senate approval of this initiative.

Dean Hockin stated that funding will be obtained from the outside. He also stated that Executive Development courses are not approved by Senate. He also commented that the courses are mainly being developed by our faculty members.

Professor D. Fowler commented that the Manchester situation is quite different from this proposed initiative. Manchester does not have many good faculty members and part of their teaching load is teaching in the Banker's Programme.

Professor Crowston felt this initiative should go forward to the Areas to see what their reactions would be.

Professor Horvath shared his concern and felt further investigation is needed. He is concerned with the developing and dictating of the courses and also the additional requests made on Policy time. He is also concerned that today 60-70% of Policy courses are taught by part-time faculty. He would like assurance that full-time faculty would do their Faculty overhead teaching first before they teach for the Banker's Programme.

Professor J. Dermer inquired as to why this initiative couldn't be under the auspices of Executive Development. Dean Hockin responded that this is too big an initiative to take without discussion by the whole faculty.

Dean Hockin commented that the reason for this discussion today is for him to get the general feeling of the faculty for this project and if faculty members are negative, he wouldn't go ahead with the initiative.

Professor D. Dimick wanted to have a clear understanding of the money involved before we go ahead with this initiative.

Professor Alley commented that the extra money would be good for the Faculty and he felt that it would take a long time to get the Centre established. He also felt that the Director should be an entrepreneurial type.

Professor U. Zohar welcomed the initiative and stated that there was some ambiguity as to whether this new body would be competitive or complementary to this Faculty. He feels it is also a vehicle to promote high level research and more work is needed on the proposal.

Dean Hockin stated that the Institute would take further work. He wanted the permission of the faculty to go ahead with negotiations with ICB. He also stated that the proposed Institute would require much more work and would eventually go to the Faculty and Senate for approval.

Professor R. McClean inquired as to whether we could make use of the space facilities other than just for the ICB. The Dean responded that we are thinking along these lines.

Dean Hockin advised the Council that the Bankers felt that they had to develop courses themselves because no one else had. The establishment of a Financial Services Institute is designed to fill a gap in Canadian academic work. It should provide our Faculty with funds for research and study on financial services.

Straw Vote

A straw vote on the motion on page 4 "The Task Force recommends that the Faculty approve continued negotiations with the ICB with a view to reaching a mutually satisfactory agreement that serves the needs of the ICB while contributing significantly to the academic quality of the Faculty".

In Favour	30	Opposed	0
Abstention	3		

Carried.

A straw vote on the motion on page 2 "The Task Force recommends that the Faculty approve the potential establishment of an Institute or Centre within FAS for the study of financial institutions".

In Favour	35	Opposed	0
Abstention	1		

Carried.

The Vice-Chairman suggested that Council now rise from Committee of the Whole.

The Chairman resumed the Chair.

Professor J. Hull moved that the Financial Services Task Force continue its work towards: a) setting up a Centre/Institute for Studies in Financial Services; b) negotiating an agreement with the ICB which takes into account the concerns which have been expressed by faculty.

Seconded by Professor R. Irving.

2/3 in Favour of motion being put forward.

Favour 2/3 vote.

Professor W. Jordan said that before any commitments are made for the programme a list should be prepared showing what faculty members would be willing to teach in the programme in 1986-87. Plans are now being made for the coming academic year and this basic information should be obtained to make sure we can adequately staff 18 ICB courses next year.

Vote on Main Motion

Motion Carried.

Item #11 - Other Business

Dean Hockin thanked everyone for participating in the discussion as it was extremely helpful to him.

Item #12 - Adjournment

Moved by Professor Fenwick that Faculty Council be adjourned.

Seconded by Professor Biger.

Passed Unanimously.