

FACULTY COUNCIL

FACULTY OF ADMINISTRATIVE STUDIES

A meeting of the Faculty Council of the 1988/89 Academic Year will be held on Friday, November 25, 1988 at 9:30 a.m. in The McCaskill Centre.

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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. Sexual Harassment, Education and Complaint Centre - Gill Teiman
7. Robert Johnstone, Executive Director, Ontario Centre for International Business - Introduction and Remarks
8. Research Funding & Research Promotion at FAS - P. Lovejoy, D. Daly.....Appendix 'A'
9. 1988/89 Workplan for the Division of Student Affairs.....Appendix 'B'
10. Other Business
11. 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, November 25, 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  
R. Peterson, Chairman, Faculty Council

Members of Faculty:

P. Alley	M. Anselm	P. Bradshaw-Camball	D. Brewer
D. Daly	J. Darroch	J. Dermer	D. Dimick
I. Fenwick	E. Fischer	D. Fowler	J. Gillies
J. Green	K. Hebner	R. Irving	W. Jordan
I. Litvak	R. Lucas	A. Mawani	E. Maynes
T. Peridis	B. Wolf		

Others:

H. Bartel	T. Burns	V. Clarke	C. Curtis	M. Galvin
K. Harrigan	D. Johnstone	S. Lewis	L. MacDonald	B. Moffat
J. Mozas	D. Varma	L. Vogan		

M. Scheepers - Secretary

ITEM #1 - Chairman's Remarks

The Chairman called the meeting to order. He turned the floor over to Professor Moyer who reported that Elmer Phillips had successfully undergone bypass surgery late Thursday and was currently in intensive care. He indicated he would keep the Faculty informed on Elmer's condition.

Professor Peterson announced that there will be a December meeting of Faculty Council at which time Professor Mayer will report on the progress of the enhanced MBA. The Faculty's annual Christmas luncheon will following Faculty Council.

ITEM #2 - Dean's Remarks

Dean Horvath reported that since Marshall Cohen's visit to the last Faculty Council all the Advisory Board members have been appointed and the first meeting will be held on December 14, 1988. The members of the new Advisory Council, as it is now and as it will be listed in next year's calendar is as follows:

Mr. Marshall A. Cohen  
President & Chief Executive Officer  
The Molson Companies Ltd.

Mr. Lionel G. Dodd  
Chief Executive Officer  
Olympia & York Enterprises Corp.

Mr. R. Y. Oberlander  
Executive Vice-President  
Diversified Group  
Abitibi-Price Inc.

Mr. B. Swirsky  
President & Chief  
Executive Officer  
Bramalea Limited

Mrs. Anne Fawcett  
Partner  
The Caldwell Partners Ltd.

Mr. S. Lowden  
President  
Gardiner Group Capital Ltd.

Mr. David A. Galloway  
President  
Torstar Book Publishing

Mr. T. R. Price  
President and CEO  
Hees International Bancorp

Mr. John D. McNeil  
Chairman & CEO  
Sun Life Assurance Co.

Mr. Dean Groussman  
President  
Canadian Tire Corp. Ltd.

Mr. David R. Beatty  
President  
Weston Foods Ltd.

Mr. Paul Cantor  
President  
Investment Bank, CIBC

Mr. David E. Meen  
Managing Director  
McKinsey & Company

Mr. Rod Bryden  
Chairman and CEO  
Systemhouse Inc.

Mr. Kenneth R. Stevenson  
Chairman & CEO  
Coopers & Lybrand

Mr. Peter Cole  
President & CEO  
Central Capital Corp.

Mr. David W. Kerr  
President  
Noranda Inc.

Mr. Ken Lyons  
President  
Scott's Hospitality Inc.

Mr. Vic Stoughton  
President  
The Toronto Hospital

Mr. C. H. Hantho  
Dominion Textile Inc.

Mr. Morris Perlis  
President  
American Express Canada, Inc

Mr. Donald E. Loeb  
Chairman  
Avanti Development Corp.

He advised that adjustment to the Advisory Council members will take place, but at a later date.

He stated that another item discussed at the last Council meeting was the Faculty's fundraising. Vice-President Ian Lithgow had joined us then to give his views on the matter. The central message from that discussion

was that there is a need for careful planning of the fundraising campaign and that this process should start soon. We are now in the process of discussing the organizational framework for the campaign and the Dean hoped to be able to present more firm ideas on the campaign in the near future.

Dean Horvath indicated that the Ontario Centre for International Business (OCIB), has been requiring and occupying much of his time lately. With the arrival of the appointed Executive Director of OCIB, the centre is starting to take on a firmer shape in terms of organization and activities. O.C.I.B will have a major presence in our future activities so he felt it would be important to keep faculty updated on the progress of the Centre. For that reason, the Executive Director, Robert Johnstone, was attending the meeting and would later give an orientation to the Centre's activities. Mr. Johnstone will be located here at York, in this building. The Dean stated he would introduce him more formally during the OCIB item on the agenda. He welcomed him to York and to our Faculty and offered him the Faculty's cooperation and well wishes in his new job.

The Dean's final comment was that with the November Council meeting we enter a discussion of our Faculty's major mission, that is research and teaching. This is a theme which he hoped would return to our Council on a more frequent basis, to remind us about our priorities and main responsibilities.

#### ITEM #3 - Minutes of Previous Meeting

Professor J. Green moved that the minutes of the previous meeting be approved. Seconded by Professor B. Wolf. Motion carried

Professor R. Peterson noted that the minutes did not indicate his presence at the October 28, 1988 meeting of Faculty Council and requested that the minutes be amended to reflect this.

#### ITEM #4 - Business Arising from Minutes of Previous Meeting

Nil.

#### ITEM #5 - Enquiries & Communications

Professor R. Peterson communicated a letter received from President Harry Arthurs requesting permission to address Faculty Council on the subject of "ways in which we might better support and encourage York's research community, while ...remaining equally supportive and encouraging in regard to our teaching programs". President Arthurs has been invited to the January 27th meeting of Faculty Council.

#### ITEM #6 - Sexual Harassment, Education and Complaint Centre

Gill Teiman, Coordinator of Sexual Harassment, Education and Complaints Centre reported on the Centre's purpose and it's ongoing activities. The Centre was the first of it's kind established in a Canadian university, having come into existence 5 years ago, to handle complaints and talk to

groups. She pointed out that it is important for faculty to be aware of problems of sexual harassment as faculty are normally the first person someone having such a problem will go and talk to.

Ms. Teiman stressed that the Centre offers confidentiality. They will not speak to others regarding people that have come to the Centre. The Centre will help someone to think through what should be done to best handle their problem. She reported that there were 60 cases last year with only 4 having formal charges laid. She commented that most people with problems of sexual harassment only want the situation to improve and that the legal process often would not be appropriate.

She reported that there are 2 types of harassment. The first where there is a good work relationship and one person sexualizes the situation. Normally found in faculty/student or faculty/staff relationship. There is an assumption that the good working relationship will become sexual and that the other person feels the same way. Rejection may not be taken well and the harassed individual feels a betrayal of trust. The second situation is one of bullying harassment. This is deliberate and sex is used to bully or humiliate the other person. It is important that people be aware of these types of harassment.

Ms. Teiman outlined the Centre's methods in dealing with the above,

1. Informal Approach - Role playing with the person to develop a proper approach to the problem.
  - Involving a third party to intervene.
  - Writing letter to the person doing the harassing.
  - Offer formal mediation.
  - Training the community to facilitate this mediation.
2. Referrals on Related Matters - e.g. domestic situations/child abuse
  - will put people in touch with appropriate agency.
3. Help people discreetly through harassment problems.
4. Library material available on the issue.

She reported that the Centre is currently working with one of our female graduates who was the first woman hired in a management position with a small company and has subsequently left. This individual is looking into legal action against this company. She feels it is important to bring the subject of workplace harassment into the classroom and that the Centre will be willing to participate.

Professor Moyer asked whether she was aware of other business schools that incorporate in their curriculum or placement service advice on workplace harassment. Ms. Teiman was not aware of any business school that is currently doing this. Professor Beechy reported a case of a gay student who was being harassed by fellow students and was unable to get support from his advisors. He asked whether the Centre has seen harassment of gay students. Ms. Teiman reported that the Centre has not seen many cases of same sex harassment perhaps because the Centre's staff was female and that

gays worked within their own group.

ITEM # 7 - Robert Johnstone, Executive Director,  
Ontario Centre for International Business-Introduction and Remarks

Dean Horvath welcomed Mr. Robert Johnstone and introduced him to Faculty Council. At the time of his appointment Mr. Johnstone was the Consul General of Canadian in New York. Mr. Johnstone has extensive experience in Canada's international business. He joined the Bank of Canada in 1957 and during his time with the Bank served as Executive Director of the International Monetary Fund in Washington. In 1977 he joined the Department of External Affairs as Deputy Under Secretary with responsibility for international economic policy. In 1980 he was appointed Deputy Minister of Industry, Trade and Commerce and in 1982 he returned to External Affairs as Deputy Minister (International Trade) and Coordinator of International Economic Relations. He graduated from the University of Toronto and received a Masters degree in economics from Laval University. The Dean expressed his pleasure at the appointment of Mr. Johnstone.

Mr Johnstone stated that O.C.I.B's broad objective or mandate is to improve capacity of Canadian business to compete internationally and at home. The contribution of O.C.I.B will include, education to students and managers, assistance in research and practical assistance to business, particularly medium and small sized business, to operate internationally. It will also be important to incorporate the legal side into international business.

Components of the program are as follows,

(a) Enhanced MBA (York degree), September 1989. Involved in this program's development are Professor Mayer, Professor Litvak, and Professor Cuff. Professor Mayer is the Director of the program. The core of this program will reach beyond international business training and will include exposure to culture and language.

(b) Law Program. Located at University of Toronto with close association with Osgoode Law School.

(c) Trade Development. This will strengthen what is already existing at Wilfred Laurier.

(d) Research. This will include all participants of O.C.I.B. Professor A. Rugman, from U of T, Faculty of Management, will head up this program.

(e) Management Development. This will include all participants of O.C.I.B.

The management structure of O.C.I.B will be a Board of Directors with Mr. Marshall Cohen acting as Chairman. There will be a strong business membership in addition to representatives from the three universities, including the Deans of the 5 Faculties. Professor J. Gillies, until recently the acting Executive Director of O.C.I.B, will also stay on as member of the Board.

The challenges of O.C.I.B will be to develop each of the component programs

to be strong in themselves and yet to be integrated into the whole giving mutual support to each other; giving O.C.I.B a persona of its own; to involve leaders in the business community closely in the development and the delivery of our programs. O.C.I.B will require their advice so that what O.C.I.B does is in accordance with the interests and needs of business. A major marketing job will need to be done in this area. Canadian business has been slow to recognize its own needs for people fully trained and prepared to operate internationally.

Mr. Johnstone expressed his pleasure at having been offered this position and his association with York, Faculty of Administrative Studies and Osgoode Hall Law School.

ITEM #8 - Research Funding & Research Promotion at FAS

Professor Fowler stated that the Dean has signaled clear ambitions to emphasize research in our Faculty. Research funding therefore will be instrumental with this renewed emphasis on research. Dr. Paul Lovejoy is to address our participation in SSHRC and funding in general. Professor Daly will speak on his experience in receiving funding for research and Professor Litvak will give a brief orientation on O.C.I.B. funding.

Paul Lovejoy talked on the research culture at York. York has concentrated on teaching but he stressed it is important to remember the reputation of York is determined by research. FAS has a good reputation with respect to it's research but this record could be improved. FAS's main focus has been on obtaining external funding and the results can be seen in such projects as Max Bell and O.C.I.B. The amount of monies FAS has received through external funding has fluctuated through the years as illustrated by the following figures,

1984-85	\$759,000
1985-86	\$481,000
1986-87	\$363,000
1987-88	\$672,000

Of the total money received by York, (1986-87 - \$12,700,000, 1987-88-\$16,500,000) FAS's contribution last year was 4%. Dr. Lovejoy recognized the differences of faculties and stated this percentage is nether good nor bad.

Dr. Lovejoy concentrated on SSHRC funding. He stated the level of SSHRC funding received by York faculty has an impact on York's budget beyond just funding research. First, grants to faculty members determine the amount of funds provided to SSHRC Small Grants and Travel budget. Second, the provincial funding formula has a research component based on the level of SSHRC funding received. Larger SSHRC grants obtained by York will result in a larger increase in provincial funding.

He indicated that SSHRC funding has been a small portion of FAS's total funding due to 2 factors. First, our faculty's expertise has resulted in other funding being available. Second, the success rate of SSHRC has been low, approximately 30% in comparison to other grants (80%). The success rate of all grants including SSHRC is 71%. Combine this with SSHRC's

application process, which is lengthy and slow and it is apparent why faculty has chosen to pursue those other grants.

Dr. Lovejoy reported that recent changes to the awarding of SSHRC grants would benefit the faculty and thus would benefit York as a whole. The current policy of awarding grants based on the evaluation of the project will be changed to awarding grants based on the track record of the applicant. Grants will be 3 years in length with flexible budgets (similar to NSERC). With changes emphasizing track record he advised that young faculty be assisted in finding ways to do research. Support must be made available to them such as vetting grant proposals and to critique proposals for a better success rate. Time should be made to check proposals before submission.

Professor Wolf enquired when this shift in policy was to take place. Dr. Lovejoy indicated for next fall's competition, 1989-90. There will also be a streamlining of the application process.

Professor Peridis voiced concern that York was not represented on the approval committees for SSHRC grants. Dr. Lovejoy replied that York's representation fluctuates. Last year saw 9 York member on the committees, this year the number was zero. The committee that reviewed the change in policy had no representation from any Ontario University.

Professor Lucas enquired whether there would be multiple application dates. Dr. Lovejoy indicated there would be one submission date. Dean Horvath added that it will be at a more appropriate time for us.

Professor Murray enquired into the development of Centres of Excellence. Dr. Lovejoy responded that there was not much money available through this funding but York was involved in 20-25 proposals. York is supporting proposals but it has been difficult to monitor results.

Professor Daly spoke on the importance of research and external funding. He reported that both the federal and provincial governments are concerned that not enough output from universities research has been of interest or help to the business community. As a result they have shifted away from SSHRC to outside bodies for research. Professor Daly therefore feels that non-SSHRC funding is more important to FAS. He feels that we have done very well, substantially better on other sources of funding than SSHRC funding. With a success rate on SSHRC funding at only 30% and non-SSHRC success rate at 80% he suggested that young faculty be made aware of how and where to get research funding other than SSHRC. He suggested the Economic Council of Canada, Department of Labour, IRPP, Fraser Institute and Imperial Oil to name a few. He felt that knowledge of external funding was not great in the Office of Research Administration.

Professor A. Litvak encouraged the faculty to apply to O.C.I.B's research fund. \$350,000 is to be allocated by the end of December, 1988. This Faculty is seen to have a strength in the area of International Business therefore it is important that a strong representation both in quantity and quality be made by faculty. Interest has been shown by faculty at other universities. As FAS has a mandate with respect to the enhanced MBA it would be appropriate to see research proposals regarding international



business. He advised that faculty members not in the mainstream of international business link up with someone who is and submit a collective proposal if possible. Course reliefs will not be available but there are substantial funds for R.A's.

Dr. P. Lovejoy suggested that the proposals submitted to O.C.I.B also be submitted to SSHRC as an added bonus. Release time is allowed by SSHRC.

Professor Fowler reported that the Research Committee will be putting proposals forth to the Dean shortly on what is being done with our internal funds.

Professor Irving stated that the faculty must generate large grants to keep our Ph.d students going.

Professor Fowler thanked Professor Daly, Professor Litvak and Dr. Lovejoy in participating in this discussion.

#### ITEM #9 - 1988/89 Workplan for the Division of Student Affairs

Professor Moyer reported that Student Affairs and Placement Services uses a significant portion of resources of the Faculty and as such felt it was appropriate to present to Faculty Council an annual plan which includes goals and accomplishments. He outlined the structure of the plan with section I highlighting ongoing activities, section II focusing on additional initiatives with the division and section III focusing on initiatives in which the division could participate.

Professor Daly congratulated Professor Moyer on a well prepared report.

#### ITEM #10 - Other Business

Professor Gillies reported that Mr. John Partin, the distinguished Canadian architect had died November 23, 1988.

#### ITEM #11 - Adjournment

Professor C. Mayer moved that Faculty Council be adjourned.  
Seconded by Professor D. Brewer.  
Motion carried unanimously.