

FACULTY COUNCIL

FACULTY OF ADMINISTRATIVE STUDIES

A meeting of Faculty Council of the 1988/89 Academic Year will be held on Friday, January 27, 1989 at 9:30 a.m. in the McCaskill Centre.

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. Enquiries & Communications
6. York's Research Culture - President Harry Arthurs
7. Curriculum Taskforce - Interim Report (Appendix A)
8. Affirmative Action Plan - Interim Report (Appendix B)
9. Other Business
10. 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 January 27, 1989 at 9:30 a.m. in the McCaskill Centre.

In Attendance:

R. Peterson, Chair
M. Scheepers, Recording Secretary

Members of Faculty Council:

P. Alley	M. Anselm	H. Arthurs	H. Bartel
P. Bradshaw-Camball		C. Bryant	T. Burns
W. Cook	D. Daly	J. Darroch	J. Dermer
D. Dimick	I. Fenwick	E. Fischer	S. Friedland
M. Galvin	K. Hebner	D. Horvath	R. Irving
D. Johnston	W. Jordan	T. Maddalena	A. Mawani
D. Maxwell	R. McClean	J. Minerva	M. Moyer
J. Mozas	V. Murray	C. Oliver	T. Peridis
M. Rice	L. Rosen	P. Roy	J. Singer
A. Staffieri	D. Thompson	D. Varma	B. Wolf
U. Zohar			

Others:

T. Carter	D. Johnstone	B. Moffat	C. Pattenden
L. Sgarbossa	C. Shook		

Item #1 - Chairman's Remarks

Professor Peterson congratulated President Harry Arthurs and Professor George Bell on being named Officers of the Order of Canada. He also thanked the Undergraduate Business Council for providing coffee and donuts for the meeting.

Item #2 - Dean's Remarks

Dean Horvath reported that since last Faculty Council's discussion on the proposed diploma program in international business, a meeting with government representatives resulted in their request that a new degree in international business be mounted. This new degree will require approval of OCGS. Government representatives are to receive a commitment from OCGS to fast track the approval process so that the new degree will be in place for January 1990. International M.B.A. students will start their program as part of the existing MBA structure, in September 1989, with an initial enrolment of approximately 15 students.

The proposal for the new I-M.B.A. degree will be brought to Faculty Council

in March for approval and then forwarded on to FGS, Senate and OCGS.

Dean Horvath updated Faculty Council on the progress of the Curriculum Review Task Force and stated that the final report will be presented to Faculty Council in May. Selected members of the new FAS Advisory Council will be approached for their suggestions and feedback.

At the November meeting of Faculty Council, Dr. Paul Lovejoy talked on the importance of obtaining research funding. Dean Horvath noted that the number of applications for O.C.I.B. research funds was substantial. He welcomed President Arthurs to the Council. The President's theme of improving the environment for research is a major objective of FAS.

Dean Horvath reported that our convocation in June will be independent of other faculties and that it is important to bring in a strong honorary degree recipient with emphasis in international business. He identified Mr. David Culver, President of Alcan as a possible choice.

He reminded Faculty Council of the February 2 visit by members of the Board of Governors.

Item #3 Minutes of Previous Meeting

Professor Daly moved that the minutes of the previous meeting be approved. It was seconded by Professor Jordan and the motion carried.

Item #4 Business Arising from Minutes of Previous Meeting

Nil

Item #5 Enquiries & Communications

Professor Peterson reported that President Harry Arthurs will be addressing Faculty Council at its March 31 meeting to review the University's financial situation.

Professor Peterson relayed a communication from A. Stauffer, Chair of Senate on the establishment of a committee to look into procedures governing the appointment and re-appointment to the Faculty of Graduate Studies. He stated that this communication was passed on the Management Committee for follow-up.

Professor Peterson relayed a communication from D. Thompson, Secretary, Executive Committee of Senate seeking nominees to stand for election to committees of Senate. The communication was passed on to the Nominating Committee for follow-up.

Item #6 York's Research Culture - President Harry Arthurs

President Arthurs spoke to Faculty Council on the research culture at York University. There is a tendency in approaching the topic of research to downplay teaching. This is not his intention. There is also a tendency to measure research output by financial input. As York does not have medical and engineering faculties it has lost out on a large amount of research

funding. There has been public debate that research should meet social needs. President Arthurs feels research should be driven by intellectual priorities.

He noted that research is central to FAS's mission and that all faculty appointed will have an emphasis on research and scholarly pursuits. All faculty should be publishing or on the verge of publishing. He recognized that this would be an ideal situation and that faculty are faced with other commitments which press on time, dry patches etc but individual realities should not deter us from our collective commitment to research.

President Arthurs circulated a list of questions about York's research performance and strategy to encourage discussion among the faculty and hoped that this discussion would continue in his absence (list of questions attached to minutes). President Arthurs began the discussion by asking how faculty perceives York or FAS as a research community. Professor Jordan responded that his exposure to FGS revealed C.V.'s that were unimpressive. He classified York's research activities as below average. Professor Thompson saw York's performance as average when compared to Canadian Universities but below that of American Universities. Professor Murray saw islands of strength within the York community.

President Arthur enquired into FAS's research performance. Professor Jordan responded that he saw FAS as performing above average but felt FAS has a way to go. Professor Murray referred to a survey conducted in 1980 in which FAS was compared to other Canadian faculties on the basis of refereed journal articles. The result was that FAS tied second (excluding books) and was situated on top if books were added. Professor Murray added that it may not be as rosy today.

President Arthurs asked what could be done to enhance the level of research activity while at the same time keeping our level of teaching high. Professor Jordan saw a need for greater collaboration among faculty in research proposals. Professor Green noted that in the 60's the largest faculty, Arts, saw themselves as a teaching faculty and that only a generational change in faculty will bring about a total commitment to research.

President Arthurs noted that York is entering a hiring stage with a 10% increase in the faculty complement in the past year. He stated that 75% of faculty will be lost through retirement over 20 years, beginning in the 1990's and this will have a profound effect on recruiting. York will be entering a market in which everyone will be shopping (other universities, both Canadian and U.S., business and government) coupled with a prior drop in enrolment in graduate programs. He predicted a scenario where people are forbidden to retire as they can not be replaced.

Dean Horvath noted the original emphasis has been on undergraduate education with no support to Graduate education at large. President Arthurs stated that York has an odd configuration of faculties with small graduate programs and professional faculties and this presents York with odd problems.

Professor Wolf talked on York's structural problems. He expressed concern

that Economic faculty appointments go to the Faculty of Arts rather than to graduate programs.

Professor Murray commented that if 6 or 7 key people leave the Faculty our research efforts would vanish. He recommended a collaborate/team structure for research and that Central Administration should make it easier for team research. Funding should be made available to bring in leading researchers.

Dean Horvath stated that no recent studies have been done to show us where we stand in our research efforts. Teaching and research should go hand in hand in professional schools. Full-time faculty have been increasingly involved in teaching activities due to an increasing student/faculty ratio. FAS has a large young faculty complement which will allow us to implant a research culture in the near future. We should continue to attract researchers and promote their research early in their careers. We need to put in place research funding, relief times etc.

Professor Thompson pointed out structural differences between Canadian and U.S. schools, in that the U.S. government look to their universities for research. The Canadian government in turn does not look to Canadian universities for research. We should look at getting more government contracts. President Arthurs noted that basic funding of Universities is more generous in the U.S. and therefore they can afford to make up front commitments.

Professor Wolf suggested that organized research units can help in getting funding, such as O.C.I.B.

Professor Peterson reported that he encountered problems in raising research money for group research in Entrepreneurial Studies. He found that governments are reluctant to give significant funding to a single university and prefer to spread it out so thinly that it was not of much use to anyone.

President Arthurs focused attention on the problem that only 10% of those eligible are making applications to SSHRC. He reported that York is very broke and that every \$1 brought in from outside sources will allow us to use our money for other purposes. He also pointed out that York's record of success on applications is slightly above average; therefore increased applications will result in increased research money, but we must be willing to invest some time to get a possible reward. He stated that SSHRC is underfunded (with only 5% of money which is available from the three federal granting councils). He suggested that the best prospects are in group/collective activities, the bringing together of colleagues from several areas. He warned that bringing together such a collective group does take time but can be rewarding. This would be a positive step in solving our financial problems.

Professor Murray stated the secret of success for SSHRC grants is to do a preliminary study but this often requires seed money. Dean Horvath stated that Vice President Davey has made available to young faculty a \$10,000 research fund which is to be matched by the Faculty. Discussion ensued on the benefits and problems of seeking non-SSHRC funds. Professor Daly

commented that the Office of Research is not abreast of what is available to faculty in non-SSHRC funding. President Arthurs suggested decentralizing responsibility to identify funding of special interest to faculty and also assisting faculty in writing proposals.

President Arthurs stated he has heard concerns regarding inadequate infrastructure within the University with respect to inadequate secretarial and research assistant support. Members of Faculty Council agreed with this statement. Dean Horvath suggested that SSHRC funding may seem unattractive because there is no release time available and also stated that all infrastructure areas need improvement.

President Arthurs noted that there is a large amount of release time available throughout York and that funds are being made available to assistant faculty in finishing work in progress. Dean Horvath added that FAS does not currently have a release time program but that the Research Committee will be putting forth a proposal for next year. He reminded faculty that research proposals should include provisions for secretarial and research assistant support.

President Arthurs asked for suggestions on how we could enhance the level of research activity. Discussion ensued on the lack of motivation by faculty to do research and suggested that distinguished researchers be honored in some way. Dean Horvath stated that developing a research culture must be worked on at the University, Faculty and area level. He suggested that in 5 - 10 years we will see major changes and we must stop hiding behind the excuse of lack of resources.

President Arthurs thank Faculty Council for their contribution to this discussion.

Item #7 Curriculum Task Force - Interim Report

Professor Murray updated Faculty Council on the Task Force's progress. He reported that the fall was spent gathering material and curriculum information from external sources, and telephone interviews with other universities the results of which will be summarized in their interim report due in approximately two weeks. Part of the plan will be devoted to questions to how FAS will address changes elsewhere that will have a major impact on us. The Task Force will be going to the FAS Advisory Council and the Areas for feedback. Professor Murray stated that the Plan will be presented at the May Faculty Council.

Professor Jordan expressed concern that the May Faculty Council is normally very busy and therefore the worst possible date to bring up such an important item. Professor Murray stated it is possible to have discussion at a retreat in late May.

Item #8 Affirmative Active Plan

Dean Horvath congratulated Professor Patricia Bradshaw-Camball on her efforts in putting the Faculty's Affirmative Action Plan together. He reported that Operating Committee helped draft the plan and it had gone to the Joint Committee on Affirmative Action. The feedback has been positive

with only minor adjustments suggested. Dean Horvath advised all faculty to read the plan and be aware of its contents.

Item #9 Other Business

Nil

Item #10 Adjournment

Professor Wolf moved that Faculty Council be adjourned. It was seconded by Professor Green and the motion carried.