



**FACULTY COUNCIL
SCHULICH SCHOOL OF BUSINESS**

A meeting of the Schulich Faculty Council for the 2015/2016 academic year will be held on
Friday April 1st 2016 at 11:30 a.m. in SSB E111.

AGENDA

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If you are unable to attend, please send regrets to Emily Rush at erush@schulich.yorku.ca.

Next Faculty Council Meeting: April 29th, 2016

CONSENT AGENDA

A consent agenda item is deemed to be approved unless, prior to the commencement of a meeting, a member of the Council of the Faculty of the Schulich School of Business advises the Chair, James McKellar, of their request to debate it.

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Schulich School of Business
Faculty Council Minutes

A meeting of Faculty Council for the 2015-2016 academic year was held on
Friday April 1st 2016 at 11:30am in room SSB E111.

In Attendance:

J. McKellar, Chair
E. Rush, Secretary

Voting Members of Faculty Council Present:

Senior Administration	D. Horváth, M. Biehl, T. Beechy, M. Annisette, M. Judd, C. Oliver		
Student Council Reps	M. Maringola (UBS), J. Naggar (GBC)		
ACTG	C. Graham		
ARTM/NMLP			
BSUS			
ECON	A. Bhanich-Supapol		
FINE	Y. Larkin		
MKTG	A. Campbell, B. Gainer, M. Giesler, A. Joshi, Y. Pan, M. Rice, E. Veresiu, D. Zwick		
ORGS	C. Bell, R. Karambayya, H. Rosin, K. Tasa, L. Wright		
OMIS	A. Diamant, R. Irving, D. Johnston		
PLCY	B. Eberlein, D. Matten, T. Peridis, W. Sheremata		
PROP		OTHER:	S. Bury (Library)

Voting Members of Faculty Council Absent:

K. Armstrong (GBC)	P. Darke	G. Kistruck	T. Noseworthy	V. Trivedi
P. Aulakh	A. deCarufel	R. Kozinets	N. Obaid (Ph.D.)	A. Tsang
K-H. Bae	D. Dimick	M. Kristal	S. Prasad (GBC)	M. Valente
K. Bathija (GBC)	M. Dong	S. Kumar (GBC)	E. Prisman	E. Waitzer
R. Belk	E. Fischer	F. Lazar	S. Qu	M. Waller
M. Bilal (UBS)	M. Farjoun	S. Li	G. Roberts	E. Westney
M. Cao	J. Gahtan (UBS)	Z. Li	P. Sadorsky	B. Wolf
J. Chung	B. Graham (Alumni)	R. McClean	J. Smithin	Z. Yang (GBC)
W. Cook	I. Henriques	C. McMillan	M. Szaki	S. Yeomans
W. Cragg	I. Holzinger	G. Morgan	H. Tan	J. Zemans
A. Crane	M. Kamstra	D. Neu	L. Thorne	
D. Cumming	A. Khazak (UBS)	L. Ng	Y. Tian	

Regrets, Leaves, Sabbaticals (*):

E. Auster*	K. Kanagaretnam	A. Madhok*	J. Tan
J. Darroch	A. Kecskes	A. Mawani	D. Thomassin-Sing (LOA)
Y. Deutsch*	H. Kim*	E. Maynes (LOA)	S. Weiss*
J. Everett	M. Kipping	M. Milevsky*	T. Wesson*
C. Farrell (GBC)	M. Levesque	P. Shum*	C. Zietsma*
S. Hsu*	I. Macdonald	Ajay Sirsi	

Non-Voting Members of Faculty Council Present:

K. Gray	J. MacKay	S. Siddik	N. Sutherland	F. Zandi
M. Armstrong (Univ. Secretary & Gen. Counsel)	F. Paul (Incoming GBC President)			

Non-Voting Members of Faculty Council Absent:

J. Adams	T. D'Agostino	J. Jeyakumaran	T. Mcqueen	P. Pivato	D. Woticky
T. Anderson	P. Deonandan	L. Korhani	A. Middleton	V. Raghunathan	J. Wu
D. Bell	P. Dillon	A. Kuzmicki	R. Moy	G. Sue	
M. Bhutani	E. Farrell	M. LeFranc	A. Mustapha	S. Tenn	
T. Bowes	A. Gravel	R. Lynn	S. Nahm	A. Tung	
M. Cernea	L. Hillcoat	A. Makooie	C. Niederwanger	C. Ward	
G. Chen	R. Hines	J. Mapa	M. Orlan	D. Weitzner	
A. Choi	S. Hussain	R. Mayer	C. Partland	K. Welsby	

1. Welcome & Chair's Remarks

The Chair called the meeting to order and welcomed council members and guests.

Maureen Armstrong, University Secretary and General Counsel, was in attendance to seek the input of the council with regards to the development of an advisory statement for the Presidential Search Committee. M. Armstrong provided the following information about the search process before opening the floor to gather input from council members:

- The search committee is seeking input with regards to the challenges and opportunities the next president will face as well as the key attributes this person should possess.
- The search committee is composed of 7 Board-nominated members and 7 Senate-nominated members (faculty and students).
- The new president will take office on July 1, 2017.
- More information on the search process can be found on the presidential search website: <http://secretariat.info.yorku.ca/board-of-governors/presidential-search/>
- All comments made at the meeting remain anonymous.

The following input was provided by council members:

- This person should be open to a more decentralized approach to running the university.
- This person must understand university environments and be sensitive to opposing viewpoints.
- An understanding of both internal and external environments is essential, with a demonstrated ability to be consultative in both environments.
- The committee should be open to candidates who don't have PhDs as some successful presidents (Waterloo, Ryerson) did not possess one.
- A good provost, with an internal focus on teaching and research, would allow the President to focus externally and bring leadership qualities to serve a broader community.
- The president must be accessible as demonstrated by attendance at collegial meetings and interest in listening.
- Challenges that York faces include weakening rankings, a damaged reputation, declining enrolments, financial challenges and uneven quality across the university, and yet outstanding work is being done that goes largely unnoticed.
- Reputation is top of mind for many in the university and the President needs to directly address this, which may entail saying no to certain interest groups and dealing with labour unrest and perceived violence.
- The committee should assess the characteristics that make certain presidents highly successful in turning universities around – what they did, why, and how (e.g., Rod Thompkins, Sheldon Levy, Bob Pritchard). The committee should also look at the past presidents of York, who achieved recognized successes and understand how they accomplished it.
- This person needs to do more significant fundraising.

The Chair encouraged members to review the Senate's yearly call for volunteers to fill positions on various Senate committees. M. Biehl provided an overview of the various committees and positions and indicated that those interested can either contact him or Bob Everett. The Chair reiterated the importance of a Schulich presence on Senate committees.

2. Dean's Remarks

Dean Horvath remarked that many new faces were in attendance. He welcomed new GBC President Frank Paul and asked him to introduce himself. He then asked M. Judd to introduce new members of the SSIR team, including Hollis Sinker (Associate Director, Undergraduate Programs Services), Andrea Banerjee (Student Experience & Communications Coordinator), Boris Remes (Assistant Director, Graduate Recruitment & Admissions) and Imran Kanga (Assistant Director, Recruitment and Admissions). The Dean indicated that more new faces will be joining the team in the near future.

Dean Horvath then provided a series of updates regarding past and future events in the Schulich community:

- Recruiting efforts are well underway, with significant progress made towards bringing in the first senior level external person in Real Estate and Infrastructure. Other recruiting efforts are still in discussion phase and updates will be reported at the next Operating Committee.
- The Master of Management program has been approved and can now be marketed. The Dean thanked the task force and others for their efforts in putting the proposal together and carrying it through the approval process in such a short timeframe.
- A Master of Marketing is currently in development. A Master of Supply Chain Management will soon be developed.
- Schulich's new building is a first priority for funding. It will be one of the most advanced buildings in North America. The Board will make a final decision regarding funding in April. Some funding may also come from the Ontario government.
- A long-serving staff list has been released. A long-serving staff reception (25-40 years) took place on February 10th. Six staff members were recognized.
- A welcome dinner for the largest-ever incoming EMBA class took place on January 8th. Guest speaker Doug McCuaig (IAC member) spoke on the topic of digital transformation. Schulich will look into having a chair position in this field.
- Recently Dean Horvath and colleagues joined Ontario Premier Kathleen Wynne's mission to India and Mayor Frank Scarpitti's City of Markham delegation for a visit to the Schulich Hyderabad campus. The guests were very impressed by the facility. The City of Markham invited our India students to an information session in Markham. Michael Chan, Ontario's Minister for Citizenship, Immigration and International Trade, visited the school and delivered an engaging session to students, answering their questions on immigration to Canada.
- A successful Developer's Den conference took place at Schulich on March 4th, with MIT as the winner.
- Thanks to Sean Siddik for his quick response to the flooding that occurred over the Family Day long weekend.
- The Dean met with alumni in London to continue his fundraising efforts as part of the ongoing 50th anniversary celebrations.
- On March 22nd, fifty years ago, the legal documents were signed to create our faculty.
- The AMBA accreditation was a success. Thanks to the many members of the Schulich community that helped with the process.
- A celebration of the life of the founding Dean James Gillies will take place on April 19th.
- The undergraduate formal will take place on April 21st, and the graduate formal on April 29th. The Dean encouraged faculty and staff to attend.
- An India Advisory Board meeting has been set for May 2nd.
- The 50th Anniversary Gala will take place on May 27th. Be sure to sign up as there are a limited number of spaces available and it will be a full event.

- The 2016 Connect event will take place on May 28th, and many of our graduates will be in attendance.

3. PHD/GBC/UBC Initiatives

UBS VP M. Maringola stated that they've had a good year and that there is only one event left, the upcoming undergrad formal.

GBC VP J. Naggar thanked council members all of their help throughout the year. The GBC enjoyed working with everyone in the administration, and details of a new GBC initiative will be shared at the upcoming formal.

The Dean commented that both the UBS and GBC have done a superb job this past year. The level of engagement has been very good and feedback from students has been positive.

No remarks were made regarding PhD Student Association initiatives.

4. MBA Program Committee

B. Eberlein moved for approval of the new course proposal PUBL 6050 3.00 Managing for Public Purpose. He explained that the course is the first step in a larger effort to reinvigorate the public sector offerings at Schulich and that the course will better meet the career needs of our students. Seconded by M. Biehl. All in favour. Motion carried.

5. Programs Coordinating Committee

T. Beechy moved that eight new course proposals (listed below) for the Master of Management program be approved by the council. He provided an overview of the courses and explained that a ninth new course proposal will follow later in the year. Seconded by M. Annisette. All in favour. Motion carried.

1. MSTM 5000 3.00 - Business Communication and Team Dynamics
2. MSTM 5030 3.00 - Applied Macroeconomics
3. MSTM 5050 3.00 - Business and Sustainability
4. MSTM 5060 3.00 - Managerial Decision Analysis
5. MSTM 5210 3.00 - Design and Management of Organizational Processes
6. MSTM 5220 3.00 - Managerial Finance
7. MSTM 5260 3.00 - Managerial Accounting
8. MSTM 5300 3.00 - Strategic Thinking

M. Biehl moved for approval of a motion that allows the substitution of ex-officio committee members with other qualified personnel. As the number of committees has grown, the motion aims to increase flexibility by allowing ex officio members to delegate representation to appropriate faculty or staff. The motion was seconded by C. Bell. All in favour. Motion carried.

M. Biehl moved for approval of an updated Guided/Individual Studies policy. He explained that our existing policy has been updated to reflect a shift towards output-oriented teaching and experiential education. Seconded by A. Joshi. A friendly amendment was made to replace 'a topic of mutual *interest*' with 'a topic of mutual *agreement*' as sometimes a student may work with a faculty member on a particular topic but the topic may not be of specific interest to that faculty member. All in favour. Motion carried.

6. **IMBA Program Committee**

A. Campbell moved for approval of a curricular change to IMBA 6200 3.00 International Strategy Field Study that allows IMBA students to do their 602 with MBA students. She explained that the change aims to open up options for students and improve their experience in the program. The motion was seconded by C. Bell. A comment was made to clarify that the change is reciprocal for MBA students and is advantageous to them as well. All in favour. Motion carried.

7. **Adjournment**

A. Joshi moved to adjourn. Seconded by M. Annisette. The Chair acknowledged that a great deal of work goes on behind the scenes to prepare agenda items for the council's consideration and he thanked council members for their efforts in enabling the meeting to run smoothly.

Consent Agenda

The following items were approved by consent.

1. **Nominating Committee**

- a) Approval of Changes for 2015-2016 SSB Faculty Committees

2. **BBA/iBBA Program Committee**

a) **Consent Agenda: Curriculum Changes**

1. Course Number Change: INTL 1300 3.00 to INTL 2300 3.00 - Organizational Behaviour Across Cultures
2. Course Number Change: INTL 4400 3.00 to INTL 3000 3.00 - Strategic Management for International Business
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6. Course Retirement: INTL 4100 3.00 - Internship Abroad
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3. **MBA Program Committee**

a) **Consent Agenda: Curriculum Changes**

1. Course Deletion: PUBL 5500 3.00 - Public Policy and Management
2. Course Title and Description Change: FNSV 6960 1.50 - Activity-Based Costing and the Financial Services Industry

4. **EMBA Program Committee**

a) **Consent Agenda: Curriculum Changes**

1. Course Title Change: EMBA 6870 2.00 - Strategic Issues in Commodity Industries
2. Course Title & Course Description Change: EMBA 6510 2.00 - Strategic Management in Non-Market Environments

5. **For Information:** February 2016 Convocation Graduand List

6. **Minutes from Previous Meeting:** December 3rd, 2015