



**Minutes of the meeting of the Board of Trustees of
Glasgow Caledonian New York College held on
December 14, 2018**

- Present:** Gordon Jack (Chair)
Professor Pamela Gillies, Professor James Miller, Elinor Tatum,¹
Professor Ann Priest
- Apologies:** Daniel Bena, Kim Brizzolara, Ian Kerr, John Walker
- In Attendance:** Cara Smyth, VP GCNYC
Professor Robert Clougherty, Provost
Rob Woodward, Chair of GCU Court (Sole Member)
Riley Power, Head of Governance
Agnes Russell, Head of Financial Accounting

1 APOLOGIES FOR ABSENCE

- 1.1 There were apologies for absence from Dan Bena, Kim Brizzolara, Ian Kerr and John Walker.

2 DECLARATION OF MEMBERS INTERESTS

- 2.1 The Board noted the following interests:
- (a) Gordon Jack as Chair and director of GCU-NYC, Inc. and as governor of the Sole Member, GCU;
 - (b) Professor Ann Priest as director of GCU-NYC, Inc. and as governor of the Sole Member, GCU;
 - (c) Professor Pamela Gillies and Professor James Miller as directors of GCU-NYC, Inc. and as Executive Board members of the Sole Member, GCU;
- 2.2 The Chair noted that prior to the next meeting of the Board the declaration of interest forms would be reissued to members for completion and for future meetings a register of interests would be included with the Board papers.

¹ The Trustees in attendance constituted a quorum.

3 MINUTES OF MEETING OF BOARD OF TRUSTEES HELD ON NOVEMBER 13, 2018

- 3.1 The Board approved the minutes of the meeting of the Board of Trustees on November 13, 2018 subject to a small change reflecting that the Board had considered and agreed particular closed business at its previous meeting.

4 MATTERS ARISING BRIEFING NOTE

- 4.1 The Board considered a report on the matters arising from its meeting held on November 13, 2018. Trustees noted the actions that had been taken in relation to each matter arising.
- 4.2 In follow up to one of the matters arising, the VP GCNYC advised the Board that the College had negotiated student access to sport and gym facilities with College partners. The Provost also updated the Board on the steps being taken to manage the capability to deliver the student services plan.

5 CHAIR OF THE BOARD OF TRUSTEES REPORT

- 5.1 The Board received a report from the Chair on the activities he had undertaken and meetings he had attended on behalf of the Board.

6 PRESIDENT & CEO'S REPORT

- 6.1 The Board received a report from the President & CEO which noted in particular that GCU in Glasgow had achieved its student recruitment targets for Trimester A and were delighted to have met some of its aspirational targets also. The President & CEO also noted the University had graduated over 700 students from its partner institution, the Caledonian College of Engineering in Oman, which had now partnered with the Oman Medical College to form the new National University of Science and Technology (NUST) in Oman. The Principal attended the inauguration of the new institution.

7 GCNYC PERIOD 3 MANAGEMENT ACCOUNTS WITH Q1 FORECAST

- 7.1 The Board received an update from the VP GCNYC on the Period 3 Management Accounts, including the Q1 forecast. The VP GCNYC provided the headline results from the Period 3 report and noted in particular that the Period 3 report was the first full forecast for 2018-19, which initially indicated a full year end deficit of \$3.8m, c\$0.7m adverse against budget, driven mainly by a reduction in accredited education income.
- 7.2 The VP GCNYC advised that the President's Executive Group (PEG) had been established and was meeting monthly to consider progress against budget targets. The deterioration in forecast deficit and required corrective action had been considered at the inaugural meeting of the PEG. A number of correcting actions were agreed by this Group, which had reduced the forecast deficit to \$3.4m, c\$0.3m adverse against budget by reducing expenditure.
- 7.3 The Board considered the report and addressed the following, in particular:

- (a) The Board queried whether the proposed efficiency savings would likely have an impact on the ability to deliver the budget targets. The VP GCNYC noted that while there may be an impact from savings in marketing and recruitment, to date, the predominant recruitment channel had been through the College's use of social media and that this recruitment activity would not be impacted by the efficiency savings.
- (b) The Board noted the impact of the delay in receiving SEVP and Title IV accreditation and the impact this had on the College's ability to recruit students internationally, or who were supported by federal loan funding. The Board did note, however, that the budget targets had previously been set to take account of the fact that this accreditation had not yet been received and that it was essential that the budget targets were delivered, while waiting for the accreditation.
- (c) The Board considered the source of current student recruitment and queried what steps the College was taking to reach new markets. In particular, the Board recommended that the VP GCNYC consider what would be required for the College to feature in graduate school guides targeted at current undergraduate students looking for a post-graduate qualification.

7.4 The Board noted the steps that had been taken by the PEG to address the shortfall in student recruitment and the proposed corrective action. The Board requested that a report template showing a pipeline of GCNYC income generation opportunities be produced routinely completed by GCNYC with a view to allowing the Board's ready tracking and monitoring of projects and initiatives and their associated income and surplus. The template would show the level of maturity of any project, proposal or emerging possibility together with the costs, income and surplus generated, these becoming firmer as a proposal crystallised.

ACTION: Pipeline report on GCNYC income generation opportunities to be provided to the Board at its next meeting (VP GCNYC).

7.5 In relation to longer term planning, the Board noted that the December graduations provided an opportunity for the College to engage with the press and generate stories and profile for GCNYC and its unique offering.

8 VICE PRESIDENT GCNYC'S REPORT

8.1 The Board noted that the substantive points to be addressed as part of the VP GCNYC's standing report had been addressed as part of the discussion on the P3 Management Accounts.

9 GCNYC PROVOST'S REPORT AND ACADEMIC BOARD REPORT

9.1 The Board considered a report from the Provost which provided an update on the academic functions and performance of the College since the last meeting of the Board. The Provost noted the following, in particular:

- (a) The Provost updated the Board on positive progress towards full accreditation with MSCHE and the positive and encouraging feedback received by the College from the MSCHE in this regard.

- (b) The Provost update the Board on the expected timeline for the achievement of Title IV and SEVP status;
- (c) The Academic Board had met on December 13, 2018 and had approved the Fair Fashion Fellowship Terms and Conditions; a modification of the grading scale; the R2T4 Policy for the College; the Office of Disability Services Initial Request Form for Accommodation; and the latest version of the GCNYC Catalog.

10 GCNYC BOARD SECRETARY'S REPORT

10.1 The Board noted a report from the Board Secretary which:

- (a) Presented a role description and person specification for Board Trustees for approval by the Board. The Board Secretary noted that this role description and person specification would be used as part of the search for a Board trustee to fill the current vacancy on the Board of Trustees. The Board **approved** the role description and person specification.
- (b) Advised the Board that following circulation of a proposal by email circulation to Board Trustees prior to the meeting, and the subsequent endorsement of that proposal, the College had appointed Dr Annie Lennox OBE as the Honorary Chancellor of GCNYC. The Board noted that this was a titular role involving formal and ceremonial duties along with supporting and promoting the College's ambitions and vision for the Common Good but did not form part of the formal governance structure of GCNYC.

11 DRAFT AGENDA FOR NEXT MEETING OF GCNYC BOARD OF TRUSTEES

11.1 The Board noted the draft agenda for the next meeting of the Board of Trustees and requested that the agenda be updated to take account of any discussion at the meeting on future agenda items.

12 DATE OF NEXT MEETING

12.1 Board members noted that the date of the next meeting would be Thursday, March 7, 2019.