

## **Minutes of the GCNYC Meeting held on 11 December 2020 at 10.00 EST (3.00pm GMT) via Online Conferencing Facilities**

**Present:** Gordon Jack (Chair), Laura Becking, Daniel Bena, Eva Haller, Sylvie Freund-Pickavance, Professor Pamela Gillies, Ian Kerr, Professor James Miller, Professor Ann Priest, JoAnne Rolle and Johnnie Walker.

**In attendance:** Jacqueline LeBlanc (VP & Provost GCNYC)  
Debbie Donnet (Acting Head of Governance)  
Stephen Lopez (Registrar)  
Paul Woods (Department of Governance - Minute Secretary).

### **1. Apologies for absence**

1.1 The Chair noted apologies from Elinor Tatum.

### **2. Declaration of Members Interests**

2.1 The Board **noted** that declarations of interest for Eva Haller and JoAnn Rolle would be completed for the next meeting. No further declarations of interest were made.

### **3. Minutes of the meeting of the Board of Trustees held on October 23, 2020**

3.1 The Board **approved** the minutes of the previous GCNYC Board of Trustees Committee Meeting held on October 23 2020.

### **4. Matters arising Briefing Note**

4.1 The Board considered a report on the matters arising from its meeting held on October 23, 2020.

4.2 It was noted that the Board Effectiveness Review still had a couple of outstanding responses. The Board Secretary would collate and circulate the final outcome when complete.

4.3 The Board noted improved inter meeting communications including the monthly digest from the VP & Provost which members had found very helpful.

4.4 The Board noted that the CEO of Business of Fashion had not responded to the email from the VP GCNYC. It was agreed an approach via personal contacts would be more effective.

**Action: There is a new approach via personal contacts (VP/ Ms Freund Pickavance/ Professor Priest)**

### **5. Chair of the Board Trustees Report**

5.1 The Chair reported that he had been involved in induction of new trustees, Sylvie Freund-Pickavance and JoAnn Rolle. Technical issues had prevented Eva Haller from joining but the Board Secretary would be able to answer any questions. Preparations for Commencement had begun and Board members would receive a link to join this virtual event. The Chair reported on other GCNYC virtual events he had attended and encouraged Board members to attend any events if available.

## **6. President & CEO's Report**

- 6.1 The Vice President welcomed Eva Haller and JoAnn Rolle as new trustees to their first meeting of the Board.

The VP reported being impressed by the collegiality of the Faculty and Professional staff at GCNYC in response to the Covid-19 pandemic and that it had been a great achievement to switch to online delivery of programmes. This had also opened up the possibility of future possibilities for programme delivery post-pandemic. She acknowledged the resilience of staff during the pandemic at GCNYC and GCU. The pandemic had highlighted the need for such resilience and exploring new ways of working and creating an online environment that would facilitate this.

- 6.2 Members asked the VP if GCNYC had been investigating the new online platforms as well as dual delivery modes that were emerging. The VP stated that there had been no in depth scoping but it was something that would be considered whilst being aware that students welcome consistency of their online environment.

## **7. GCNYC Board Secretary's Report**

- 7.1 The Board received a report from the GCNYC Board Secretary. He highlighted two items of note:

1. That terms had been agreed with BDO to continue with the arrangements for the next 3 years with an effectiveness review to be conducted annually via the Audit Committee.
2. Payroll Protection Program (PPP) initially loan funding was now in process of being converted to a grant.

- 7.2 The Board otherwise noted the GCNYC Board Secretary's report.

## **8. Vice President & Provost's Report**

- 8.1 The Board received and considered a report from the Vice President and Provost and she highlighted the following items:

- Classes will continue to be taught remotely during Trimester B.
- The College received a small COVID relief grant through the U.S. government to support students and programming totalling just over \$15,000.
- Dr. Gaston de los Reyes has joined GCNYC as Associate Professor and Director of the Center for Social Impact and Innovation and is GCNYC's first full-time faculty member.
- Collaboration with British School of Fashion is planned involving extracurricular events, elective courses online to students at each campus and arranging for trimester exchange.
- GCNYC is working with the Macy's team to re-develop the professional development workshops delayed due to the pandemic.
- The New York State Education Department has approved the application to change the title of the M.S. in Impact-Focused Business and Investing to Business for Social Impact and Sustainability.

- GCNYC's Director of Operations & Title IX Coordinator has launched the College's Diversity, Equity and Inclusion Group.

## 9. Marketing and Recruitment Report

9.1 The Board **noted** a report from the Vice President and Provost outlining GCNYC's marketing and recruitment activities which included the following:

- Engagement of experienced Higher Education marketing agency to drive prospects through a social media campaign;
- Building on the opportunity to move from the emergency online provision to this being a core method of delivery with the approval of NYSED and MSCHE;
- The outsourcing of the Title IV administration and award process to ensure that new and continuing students have access for financial aid, making study at GCNYC viable;
- The revision of the M.S. in International Fashion Marketing to Sustainable Fashion to better position the program in a crowded market.

These strategies had already been launched but trimester B recruitment had been slower than anticipated. The current projection was for 5 new students in January 2021 as opposed to the earlier projection of 24.

9.2 The longer and deeper impact of the COVID pandemic was the principal reason for the lower than expected student recruitment. Additional marketing strategies have been investigated and implemented including requesting that Carnegie Dartlett provide new creative ideas and a targeted campaign e.g. outside of the NYC metropolitan area and enhancing video content.

9.3 International students were not expected in January 2021 due to the pandemic, with 8 projected for September 2021. This was against a background of a 7.8 % drop overall in the US market for international recruitment. A survey by World Education Services found that interest in studying in the U.S. among international students decreased between June and August, and for those who are interested, 48% said that that they would not consider studying only online with a U.S. institution if COVID or visa restrictions prevented them from studying in person.

9.4 One source of optimism was a survey showing 67% of respondents were considering a career change as a reaction to the pandemic and Masters enrolment increasing in the sector as a result.

9.5 Whilst recognising that there is a lead time in seeing the impact of any recruitment strategies, members were disappointed with the performance of the marketing consultant and campaigns thus far. It was felt there was a greater opportunity to leverage advocacy from GCNYC high level contacts and GCNYC alumni. There were opportunities to target companies for CPD, particularly in the area of risk. Online opportunities also needed to be targeted to demographics where online provision was attractive. Leveraging contacts via the UN Global Compact was also suggested as was conversations with GCU London on lessons learned in relation to recruitment.

9.6 In relation to the title IV accreditation the Vice President and Provost confirmed that there were no constraints but Middle States accreditation was not completed and full Program Participation Agreement (PPA) application would happen in March 2021.

## **10. Management Accounts P3 with Q1 Forecast**

10.1 The Board **noted** the December Management Accounts P3 with Q1 Forecast. It was cautioned that it was important not to be over optimistic in the current period of uncertainty.

## **11. Appointment of Chair**

11.1 The Board received and considered an outline proposal for the appointment of the Chair of the Board which included a summary of the governance criteria that determine the process, an outline of and timeline for the procedure and a draft role descriptor for the Chair.

11.2 The Board Secretary requested that members provide feedback on the role descriptor, the succession process and the appointment of a vice Chair.

11.2 The Board of Trustees otherwise **approved** the process as outlined.

## **12. Presentation on Data Governance at GCNYC**

12.1 The Board **noted** a presentation by the Registrar on Data Governance which covered:

- Key Legislations
- Overview of FERBA
- Overview of EU-GDPR
- New York State Senate Bill 8376 (“SB 8376”) – Employee Privacy
- Actions GCNYC takes to ensure compliance
- Training/Awareness Activities for Faculty, Staff and Students

## **13. Draft agenda for Next Meeting of GCNYC Board of Trustees**

13.1 The Board noted the draft agenda for the next meeting of the Board of Trustees

## **14. Date of Next Meeting**

14.1 It was noted that the next meeting would be held on Friday, March 12 2021.