

**Minutes of the GCNYC Meeting held on 9<sup>th</sup> December 2022 at 10.00 am EST (3.00pm BST) at GCNYC and via Online Conferencing Facilities**

**Present:** Sylvie Freund-Pickavance (Chair), Amit Bhargava, Laura Becking, Dan Bena, Prof Pamela Gillies, Eva Haller, Ian Kerr, Neena Mahal, Prof Mike Mannion, Dr JoAnn Rolle, Elinor Tatum and Johnnie Walker.

**In attendance:** John Albanese (for Item 8), Paul Brown, Julie Burns, Jacqueline LeBlanc and Paul Woods.

**Chair's Opening Remarks:** The Chair opened the meeting and welcomed everyone to the first in person meeting since the pandemic and marked the thanks of the Board to Professor Pamela Gillies in her last meeting as Trustee before stepping down from her role. The Chair also welcomed Professor Mike Mannion to his first meeting as Board Secretary.

**1. Apologies for absence**

1.1 None to note.

**2. Declaration of Members Interests**

2.1 The Board **noted** the updated register of interests. No further updates were proposed.

**3. Minutes of the meeting of the Board of Trustees held on October 20<sup>th</sup> 2022**

3.1 The Board **approved** the minutes of the previous GCNYC Board of Trustees Committee Meeting held on October 20<sup>th</sup> 2022 and the Minutes of the Budget Meeting on May 10<sup>th</sup> 2022.

**4. Matters Arising**

Paul Woods updated members on the Annual Financial Statements, 990 and letter of representation, confirming amendments have been made in line with Trustee's comments and will be submitted advance of the December 15<sup>th</sup> deadline.

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

Members noted the Chair's report.

**6. President and CEO Report**

- 6.1 The President informed members that the current Chancellor, Dr Annie Lennox was standing down after 4 years and that the GCU Court would be looking to appoint a new Chancellor into this ceremonial role.

**Action: VP & Provost to draft thank you letter**

- 6.2 The President provided an update from Glasgow and London, highlighting the large increase in international numbers and stable financial position of the University. The President thanked Trustees for their support during the journey of GCNYC and updated on plans to explore potential partnership arrangements going forward to assist with student recruitment. Members also noted the need to amend the article to allow another individual to take on the role of President when she departs.

## **7. Board Secretary Report**

- 7.1 The Board Secretary updated members on the IRS return and new signatories required following the departure of Professor James Miller which was confirmed by Mr Walker as Treasurer. It was noted that there was no further updates from NYSED in relation to the permanent charter and members discussed whether or not this would be detrimental to student recruitment. The VP & Provost confirmed this was not evident across the College website or on the radar of potential students.
- 7.2 The Board Secretary asked for a show of hands to approve the amendments to the by-laws proposed by the Court of Glasgow Caledonian University, the Sole Member of GCNYC, which proposed a change to one of the Articles of GCNYC to bring more flexibility to the current situation whereby the Principal of the University is required ex officio to be President of GCNYC. It is the Court's view that options for the operation of the College are enhanced if the Sole Member, in consultation with the Board, has the scope to associate the title and role with someone other than the Principal of the University. The Board Secretary clarified that the current objective is to secure the flexibility – not to make a change in who holds the office.

The proposal was **approved** by all members.

## **8. VP & Provost Report**

- 8.1 The VP & Provost and Director of Enrolments presented to the Board on recruitment and enrolment plans and on matters raised by the Board at the meeting on 20 October 2022, including
- Learning from the GCU London enrollment experience
  - Obtaining feedback from prospects who do not apply/enroll
  - Details on the contract with Keystone Education Group
  - Potential strategic partnerships
  - Short programming related to risk management

- 8.2 The suggestion that a generalised business program (as had been successful in GCU London) be considered was discussed by the VP & Provost and Dean of Enrollments, with input from Dr Rolle. A view was presented that this was unlikely to be supported by NYSED because of the perceived glut of existing programs of this type in the region and the difficulty of providing a novel rationale for this provision to NYSED.
- 8.3 The Board discussed this in depth, considering various options such as emphasising the uniqueness and brand ethos of GCNYC, modification of program titles to aid this, focus on specialised but growing areas, such as data analytics, a specialised MBA program and potential for a partnership in the region. The Board agreed that changes would have to be solidly evidence based.
- 8.4 The Dean of Enrollment reported that feedback from prospects did not often yield any information. However, registering with the National Clearing House, a database that allows colleges to find the current graduate program enrollment for those who did not enrol at GCNYC will allow GCNYC to identify competitor colleges and compare to those colleges to identify any relative weaknesses.
- 8.5 The Board **noted** the VP and Provost's report.

#### **MS in Data Analytics for Sustainability**

- 8.10 The VP and Provost presented a request from the Academic Board, in the minutes of 27 October 2022, that the Board of Trustees consider approval for the curriculum outline, description and learning objectives for an MS in Data Analytics for Sustainability. The proposal followed the consultants RNL's recommendations based on an environmental scan showing data analytics as a major growth area across the US. Also key were the lack of competitors and good job prospects for graduates.
- 8.11 Members were supportive of this proposal and **approved** that GCNYC submit an application for this program to NYSED.

**ACTION: VP and Provost to prepare the application to NYSED for the MS in Data Analytics for Sustainability.**

#### **9. Student Recruitment and marketing report**

- 9.1 The VP and Provost reported that, in response to a request by the Board, the Strategic Enrollment Plan Dashboard was presented to provide the Board with indicators of progress towards recruitment goals.
- 9.2 The Board welcomed the dashboard tool and recommended the following additions:
- To add target numbers to programs
  - To add information on why prospects do not follow through (where available)
  - To expand to include short programs when they are operational.

**ACTION: VP and Provost to update in line with the above bullet points.**

9.3 The VP and Provost informed the Board that:

- Recruitment for Trimester B is running ahead of this time last year, recruitment is not on track to meet the enrollment goal of 28 for Trimester B.
- GCNYC's new partner Keystone Education Group has generated over 700 leads, 145 started applications, 13 submitted applications and 2 enrollments.
- GNYC's digital marketing campaign with Anthology has generated over 500 leads and 45 started applications.

9.4 Board members asked if there were targets for the marketing partners. The Dean of Enrollment informed the Board that there were targets and timelines. There were no penalties built into the contracts for failing to meet targets.

9.5 The Board **noted** the Student Recruitment and Marketing Report.

## **10. Corporate risk register**

The VP & Provost presented the updated Corporate Risk Register and members discussed and suggested changes to Items 2 and 3 relating to the NYSED provisional charter and underperformance in recruitment. Discussion took place about the purposes and methodology of the risk register. It was agreed that the risk register is an internal tool for the use of the Trustees and not for sharing externally.

**Action: VP & Provost to amend risk register**

## **11. Period 3 Financial Management Account Report**

The VP & Provost provided an outline of the financial position and budget target. Mr Kerr queried whether or not the intake targets were realistic and it was agreed the targets would be revised before the next meeting.

**Action: VP & Provost to revise targets**

## **12. Next draft agenda**

Mr Bhargava recommended time be set aside for a strategy session in advance of the March meeting and the Chair agreed to consider this.

**Action: Chair/VP & Provost**

## **13. Date of next meeting**

The next meeting is scheduled to take place on March 9<sup>th</sup>, 2023.