

Minutes of the GCNYC Meeting held on 9th March 2023 at 10.00 am EST (3.00pm BST) at GCNYC and via Online Conferencing Facilities

Present: Paul Brown, Sylvie Freund-Pickavance (Chair), Amit Bhargava, Laura Becking, Dan Bena, Ian Kerr, Neena Mahal, Professor Mike Mannion, and Dr JoAnn Rolle (Dr Rolle joined from 10am), Elinor Tatum and Johnnie Walker.

In attendance: Jacqueline LeBlanc and Paul Woods.

By invitation: Professor Stephen Decent (GCU Principal and Vice-Chancellor), Fiona Campbell (GCU Vice-Principal People and Student Wellbeing), Jan Hulme (GCU University Secretary and Vice-Principal Governance), Susan Mitchell (GCU Chief Operating Officer and DVC Operations)

Meeting with the GCU Principal and Vice-Chancellor and GCU Executive Colleagues

The Chair welcomed the GCU guests to this preliminary meeting with the Board ahead of the regular Board meeting. The GCU Principal and Vice-Chancellor explained that he and his GCU Executive Colleagues were keen to meet all Trustees and to discuss future paths and opportunities for GCNYC to build a sustainable future.

There followed a discussion between GCU Executive colleagues and the Board on future strategy and opportunities for GCNYC.

The Chair also welcomed Professor Mannion to his first meeting as President and CEO and Paul Brown to his first meeting as Board Secretary.

1. Apologies for absence

1.1 There were apologies from Eva Haller.

2. Declaration of Members Interests

2.1 The Clerk reported that some amendments had been received and had been incorporated in the Declaration of Interests. The Board **noted** the updated declaration of interests and no further updates were proposed.

3. Minutes of the meeting of the Board of Trustees held on December 8th 2022

3.1 The Board **approved** the minutes of the previous GCNYC Board of Trustees Committee Meeting held on December 8th 2022.

4. Matters Arising

4.1 The Board **noted** a report on the matters arising from its meeting held on December 8th, 2022.

5. Chair of the Board of Trustees Report

The Chair reported that in the light of discussions she would continue to involve and update the Board.

6. President and CEO Report

- 6.1 The President informed members that recent work involved working on potential partner discussions. He was in contact with the Provost each week and would be visiting GCNYC in April 2023 to meet the team. He would also be attending an alumni reception to meet GCNYC alumni and also meeting GCU alumni based in New York. He would be happy to meet with any trustees if there was an opportunity.

7. Board Secretary Report

- 7.1 The Board Secretary echoed the President and CEO's remarks on the ongoing work related to potential partners and informed trustees that he was liaising with New York lawyers and working closely with the VP and Provost. He stated that he looked forward to working with the Board

8. VP & Provost Report

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

- Dr. Kushnood Haq of the Middle States Commission held a virtual meeting with GCNYC staff on December 20th to provide guidance to as a newly accredited institution and to check in on the progress of our assessment and strategic planning activities.
- Following a comprehensive audit, GCNYC received its first non-provisional Program Participation Agreement from the Department of Education, extending our participation in granting Title IV financial aid through September 2027
- President Mike Mannion and the Vice President & Provost met with Emily Sutherland, the Director of the Office of College and University Evaluation and two of her colleagues at the New York State Education Department (NYSED) to update them on GCNYC's plans to search for a partner college to assist with enrollment and finances.
- GCNYC's M.S. in Diversity, Equity, and Inclusion Leadership has become an academically- aligned program with the Society for Human Resource Management.
- The Program Director of the M.S. in DEI Leadership has formed an Advisory Committee to provide support and advice on curriculum, marketing, and student placement.
- Faculty in the DEI Leadership Program were featured in the podcast series "DEI After 5" speaking on the topic "Dismantling DEI in Academia."
- GCNYC is holding its first joint event with GCU London on March 9th at 12pm EST, titled "[The Anatomy of Effective and Globally Minded DEI Infrastructure.](#)"
- Michelle Gabriel, GCNYC's Program Director for the M.S. in Sustainable Fashion, was invited to join the United Nations Fashion and Lifestyle Network Advisory Committee.

- 8.2 The VP and Provost reported that the submission to NYSED of the application to award an M.S. in Data Analytics for Sustainability has been postponed while GCNYC searches for a

partner college, since a partnership might result in a new strategy for the program that could necessitate changes to the type of application or the application content.

8.3 The Board **noted** the VP and Provost's report.

9. Strategic Enrollment Plan Update

9.1 The VP and Provost reported that this paper provided more context on the challenges being faced in the wider American higher education market. Due to drop in undergraduate enrollment since 2012, colleges have created more Masters programs leading to supply outgrowing demand. The VP and Provost stated that she believed that to achieve enrollment growth, the GCNYC budget for marketing would have to be substantially increased.

9.2 The VP and Provost informed the Board that April enrollments were lower than in 2022 and indicated that students were focused on enrollment in September and January, rather than April.

9.3 The VP and Provost reported that Alumni feedback suggested that a program like the MS in Diversity, Equity and Inclusion is important to companies but traction with regard to student recruitment has not materialised, potentially due to staff development budgets being squeezed. She highlighted a possibility of greater traction being a possibility by tapping into GCU expertise in quantity surveying which would be unique in the US market and had potential to attract companies and hence students.

9.4 The VP and Provost reported that the Certificate in Measuring Sustainable Fashion was running again in 2023 and 7 students had enrolled already, with a target of 12. This program brings in revenue and wider attention for GCNYC and has led to one enrollment on an MS program. GCNYC had again partnered with Fashion Revolution and had strengthened the digital marketing campaign with Anthology.

9.5 Board members asked the VP and Provost if there were other strategies that could be pursued using the existing budget. The VP and Provost responded that providing a physical presence at Graduate fairs/conferences could be reconsidered but these fairs cost to engage and she did not expect they would work better than the digital marketing campaign.

9.6 The Board **noted** the Strategic Enrollment Plan Update.

10. Recruitment Report

The Board received a recruitment report and **noted** that:

- Recruitment numbers for Tri C are ahead in commits compared to the same time last year and the year before, but submitted and unsubmitted applications are behind compared to last year. Enrollment for Tri C enrollment is not on track to meet the budgeted goal of 20.
- GCNYC's new partner Keystone Education Group has generated over 979 leads, 150 started applications, 13 submitted applications and 4 enrollments.

- GCNYC's digital marketing campaign with Anthology has generated 1245 leads, 59 applications, and 4 enrollments.

11. Audit Committee Report March 3rd, 2023

- 11.1 The Treasurer reported that the Audit Committee had reviewed the External Audit Plan with the auditors BDO and approved the plan.
- 11.2 The Chair asked a question around the timing of the letter of support from GCU. The Treasurer replied that the letter is part of the financial statements and in 2022, these were signed off by BDO in December and Form 990 was also filed in December. The timing was not necessarily fixed however and could be varied. The letter of support does have significant impact on the auditors' opinion.
- 11.3 The Board noted the Audit Committee report.

12. Period 6 Financial Management Account Report

- 12.1 The VP & Provost provided an outline of the financial position and budget target. Income had not been as expected but that this had been offset by savings. She thanked colleagues for help received in reducing expenses.
- 12.2 A Board member asked if there was further scope for reducing expenses. The VP and Provost informed the Board that the report included the highlights of the budget savings but there were many other areas where savings were being made. She highlighted staff posts that were not being replaced and a review of service provider contracts to see where less expensive providers could be engaged.
- 12.3 The Board discussed the cost of the lease on current premises. The Board Secretary reported that this was being looked with advice being taken from the College's lawyers and from property agents.

13. Annual Compliance Report 2022

- 13.1 The Board Secretary reported that the report showed that:
- There have been no instance of the Whistleblowing Policy having been invoked during the period 1 January 2022 to 31 December 2022.
 - There have been no additional instances of conflicts of interest (real or perceived) notified during the period 1 January 2022 to 31 December 2022.
 - No notifications have been received of any gifts having been received that would fall within the terms of the Gift Acceptance Policy during the period 1 January 2022 to 31 December 2022.
- 13.2 The Board **approved** the Annual Compliance Report

14. Next meeting draft agenda – 21 July 2023

- 14.1 The Board noted the draft agenda.
- 14.2 The Chair informed members that, due to the date of this meeting, there would be an additional Board meeting, ahead of the June meeting of GCU Court, focused on the GCNYC budget. Potential dates were being considered and invites would be issued as soon as a date is agreed.

15. Date of next meeting

The next scheduled meeting is on July 21st, 2023.