

Glasgow

Please note: Security policies at the location for the hearing on Glasgow Caledonian University require that the names of all attendees appear on a list that the Department must provide to the security office in advance of the March 30, 2017 hearing. This includes all individuals who plan to attend the hearing as observers only.

Anyone who is planning to attend the hearing must notify the State Education Department via email at ocueinfo@nysed.gov no later than close of business on Tuesday, March 28, 2017 so that your name can be included on the security list.

Access to the building will not be granted to anyone not included on the security list.

March 10, 2017

To:	Chief Executive Officers of Colleges and Universities in the New York City Region
From:	John L. D'Agati, Deputy Commissioner
Subject:	Public Hearing: Glasgow Caledonian University - Proposal to Become a New York State Degree-Granting Institution

On Thursday, March 30, 2017, the Board of Regents will hold a public hearing on the application from Glasgow Caledonian University (Glasgow, Scotland) to establish a degree-granting institution at 64 Wooster Street, New York City. The institution proposes to offer the following programs of study at that location:

- Master of Science in Luxury Brand Management
- Master of Science in International Fashion Marketing
- Master of Science in Risk Management
- Master of Science in Social Business and Microfinance
- Master of Arts in Television Fiction Writing

The hearing has been scheduled at the request of institutions in the region, as required by Section 137 of Chapter 82 of the Laws of 1995. The Board

will hold the hearing at the State Education Department's offices at 1411 Broadway, 10th Floor, New York, N.Y. 10016-6901 and at 85 Allen Street, Suite 120, Rochester, N.Y. 14608 beginning at 12:00 noon. It will continue until all speakers have been heard.

Individuals from the New York City region who wish to appear and speak at the hearing must notify the State Education Department by email at ocuecanvass@nysed.gov by March 20, 2017. Oral presentations will be limited to 10 minutes each. All speakers must prepare written testimony and bring 25 copies with them to the hearing.

This hearing is being conducted at a facility that meets the accessibility needs of individuals with disabilities. For more information about reasonable accommodations or other hearing matters, please contact Leslie Templeman, Director, Office of College and University Evaluation, at (518) 474-1551.

c: Commissioner Elia



University for the Common Good

1 Introduction

- 1.1 Glasgow Caledonian University (GCU), based in Glasgow, Scotland, dates back to 1875 through its founding institutions. It is now the fifth largest university in Scotland, serves approximately 20,000 students in 400 degree programs at home and overseas, and under UK Statutory Regulation, is empowered to confer degrees at the Bachelor's, Master's and Doctoral level. GCU is accredited by the United Kingdom Quality Assurance Agency (QAA), the accrediting agency for all UK Higher Education Institutions. Our most recent accreditation review was in 2015, and we received the highest possible grade in that review. The QAA also has oversight and has externally validated our overseas program offerings in London, Oman, and Mauritius.
- 1.2 GCU, the University for the Common Good, is an inclusive and forward-looking university with a defining social mission that directs active and cooperative effort towards creating a better and fairer world through high quality education, research, business and innovation. Our mission empowers and inspires students, staff and partner organizations and underpins all GCU activity. Our Chancellor is Nobel Laureate Professor Muhammad Yunus and his work in international poverty alleviation informs our educational philosophy and, as the top modern Scottish university for research power, our practice.
- 1.3 The New York Centre will be modeled closely on the successful GCU London (GCUL) campus. The three centers – Glasgow, London and New York – will work together, creating opportunities for educational, professional and cultural development through the free-flowing exchange of ideas between students, academic and professional staff, partners and a range of local, national and international stakeholder communities.
- 1.4 We are a designated Ashoka U Changemaker Campus, in recognition of the University's world-leading role in the promotion of social innovation as a driver for societal change. The University is also a signatory to the United Nations Principles for Responsible Management Education (PRME), the United Nations Global Compact-backed initiative to promote and inspire responsible management education and research in academic institutions around the globe. In line with GCU's mission as the University for the Common Good, this is made manifest in the strong cross-cutting themes throughout our curricula, including social business, community engagement, impact investing and responsible risk management. To serve that end, the GCU New York campus will focus on ethical business practice. We are applying to open with an offering of four M.Sc. degrees, all of which are running at the Glasgow and/or London campus :
 - M.Sc. in Social Business and Microfinance
 - M.Sc. in International Fashion Marketing
 - M.Sc. in Luxury Brand Management
 - M.Sc. in Risk Management

- 1.5 The curriculum and its delivery for these four M.Sc. degrees has been developed in accordance with the normal UK model by a Program Development Board. Similarly, student assessment is overseen by a Program Assessment Board. The Program Development Board is a faculty committee of disciplinary experts, students and, often, industry experts. The Program Assessment Board is a faculty committee of disciplinary experts that generates the examinations, reviews results, and employs an External Reviewer who provides a secondary reading of assessments to validate. The Program Assessment Board also determines whether students have met the requirements for progression to the next level of the program or for the attainment of an award (including the award of merit or distinction). All four M.Sc. programs have established Program Development and Program Assessment Boards. Faculty hired in New York will participate on both Boards.

2 M.Sc. Degrees

- 2.1 An M.Sc. degree in a Scottish university consists of 180 SCQF (Scottish Credit & Qualification Framework) Credits; each credit assumes 10 learning hours of effort by the student. Each degree will consist of seven modules of 20 SCQF credits and a cap stone dissertation of 40 SCQF credits.
- 2.2 The majority of students in M.Sc. programs typically enroll in full time programs with a small minority enrolling in highly-structured part time programs; however, in New York, we will allow non-matriculated enrollment into specific modules. The curriculum is designed so that a full time student can complete the M.Sc. in one year.

3 M.Sc. in Social Business and Microfinance

- 3.1 The M.Sc. in Social Business and Microfinance is a “flag-ship” degree and provides a breadth of knowledge and understanding of contemporary issues in social business and microfinance including the origins of emerging concepts and the reasons for interest in their potential to alleviate social problems and create social change; global and local differences in interpretation; and the development of a supportive environment for social entrepreneurship. The program reflects the needs of students who intend to work within the field of social business and microfinance; for political institutions and non-profit making organizations supporting social business and microfinance; for organizations aiming to invest in social business and microfinance initiatives; and for students of a more academic vocation seeking to develop knowledge and critical understanding of fast emerging concepts in business and management and political studies.

4 M.Sc. in International Fashion Marketing

- 4.1 The M.Sc. in International Fashion Marketing provides a comprehensive understanding of the challenges faced by fashion marketers operating in an international environment and the strategies, policies and practices key to managing these challenges, and has been shaped by GCU London’s British School of Fashion. A cross-cutting theme is the impact of sustainability initiatives in the fashion industry, which will be informed by the outputs of GCU New York Fair Fashion Research Centre which explores and evaluates. The program reflects the needs of students who will require to develop their abilities in responsible leadership and sustainable management practice as well as a focus on the role of the customer in driving business.

5 M.Sc. in Luxury Brand Management

- 5.1 The MSc in Luxury Brand Management program provides a broad treatment of contemporary issues in luxury brand management, including critical insights into luxury consumer behavior, luxury supply chain management, digital marketing, globalization and sustainable growth, international luxury retail branding, buying and merchandising, building desirable luxury brands, and the legislative factors relevant to brand management. The program reflects the

needs of students who will require to develop their capabilities as proficient managers and leaders in increasingly diverse and international luxury organizations

6 M.Sc. in Risk Management

- 6.1 The M.Sc. in Risk Management provides the application of knowledge and practice in corporate governance, compliance and business risk management using a well-developed contextual framework and seen through the lens of a social conscience. Coverage will include risk policy and structures for business units, design and review processes for risk management, developing risk response processes including contingency and business continuity programs. It is accredited in the UK by the Chartered Insurance Institute (CII) and the Institute of Risk Management (IRM). The program reflects the needs of students who will require, in a complex and rapidly changing global business environment, a broad range of risk management skills, knowledge and experience and it will allow them to excel in a role as a risk manager, risk and insurance manager, risk analyst or clinical risk manager.

7 Enrollments

- 7.1 The existence of a New York campus is driven primarily upon mission fulfillment and does not anticipate large numbers. As our first courses will launch prior to achieving accreditation with the Middle States Commission for Higher Education, numbers will be small. Our expectation for year one would be 40 students across two intakes (one Fall/ one Spring); we are assuming an even split between full time and part time. The expectation for Year 5 is for 118 full-time and 98 part-time students (across all programs). These numbers for Year 5 include students from the Glasgow and London campuses who choose to spend a trimester in New York.

8 Campus

- 8.1 Glasgow Caledonian University has a 15 year lease on 64 Wooster Street in Soho. The university has spent USD\$3.2 million in refurbishment including physical space and technology modifications. The facility is 8345 square feet on two floors of the building. This includes: two formal classrooms (405 sq ft and 297 sq ft), a multipurpose room (287 sq ft), a library (439 sq ft), an open area which includes student technology access stations (1359 sq ft), an open area designed for lectures and events (1579 sq ft), and necessary administrative areas including offices, reception, and ancillaries. GCU also has a Service Level Agreement in place with PACE University for the provision of student services.

9 Program Demand

- 9.1 In preparation for a New York campus, GCU undertook three levels of research on all programs: desk research was done to look at what other programs are currently available in the NYC area, we consulted with employers and external companies for their input on the job market, and we engaged Aslanian Market Research (AMR) to provide a third party evaluation. While specific remarks are below by program, we believe that the specialized niche of each of the four programs represent an unmet demand and that our programs will serve as a complement to, rather than a competitor with, existing programs at other institutions, and that in each of our proposed degree areas, there is a high need. GCU takes special pride in the employment rates of our graduates (in the UK, 95% of our undergraduate students are either in employment or further study within six months of achieving their award).
- 9.2 *M.Sc. in Social Business and Microfinance*: There are very few programs for a Master's in Microfinance anywhere in the world (two other universities in Europe have been identified); within New York and bordering states, there are no named programs in this area. We recognize that some universities do have courses in the relevant area e.g. Stern School of Business at NYU teaches an elective in microfinance (Investing in Microfinance), Social enterprise is taught as an MBA elective at Yale University, and at Farleigh Dickinson's

Silberman College of Business. Yale also offers an elective in Social entrepreneurship. Employment opportunities in this area are growing quickly. There are multiple microcredit agencies and banks in the area (including Grameen USA being based in New York City) and multiple new social business opportunities. GCU maintains strong ties with multiple relevant organizations in this field including the United Nations Global Compact where it works with the UN PRME Secretariat (Principles for Responsible Management Education). GCU is one of 30 PRME champions from universities around the Globe. This relationship was strengthened when UN Secretary-General Ban Ki Moon appointed GCU Chancellor Muhammad Yunus to the new Sustainable Development Goals Advocacy Council.

- 9.3 *M. Sc. in International Fashion Marketing:* GCU's program will be the only M.Sc.—a degree category focusing on research—in the discipline in New York. This is reflected in the program's requirement of a dissertation for completion. Other post-graduate programs in International Fashion Marketing are either MPS degrees or MBA degrees—both degree categories are heavily weighted toward experiential learning. Thus, the GCU degree will appeal to students who are looking for a program with a research component and will not take students away from MPS or MBA programs. Other graduate level programs focus on fashion from a design perspective. Other findings indicate that although the apparel industry within the US is not growing, retailing and specifically clothing retail is growing. Fashion marketing lies at the intersection of these two industries. From the research findings, industry experts and prospective students recognize the value of formal education in advanced 21st century phenomena such as e-branding and e-tailing. Market demand supports the launching of specialized degrees in fashion marketing. Students surveyed expressed the strongest interest in executive development and an opportunity to gain multinational experience.
- 9.4 *M. Sc. in Luxury Brand Management:* The research in the Luxury Brand degree was interwoven with the research for International Fashion Marketing. Of specific note from industrial consultations, is that the structure of the global luxury goods market has transformed significantly in the past twenty years. The market has become more complex in terms of business scale and increased product diversity, while the nature of competition within the sector has intensified significantly with the emergence of four dominating luxury brand conglomerates. As a result, the business models of the leading luxury companies have also become more complex. By necessity, the model is omni-channel, and is international in its production activity and global in terms of distribution reach. Consequently, the requirements and expectations of those that manage luxury brands have changed too. The sector now demands leadership from professionals who can demonstrate a clear grasp of the realities of managing global businesses efficiently, effectively and in a manner that is socially responsible. But crucially, these leaders must also have a mature and intimate understanding of the unique characteristics of managing a luxury goods business. Our focus on sustainability in luxury also increases the appeal for millennial students
- 9.5 *M.Sc. in Risk Management:* Our research has allowed us to identify the unique elements of our program versus existing programs (e.g. Peter J Tobin College of Business, St John's University) in that ours focuses primarily in the areas of corporate governance and compliance with a strong emphasis on social conscience. With the identified study preferences already reflected with GCU's program design, combined with the extensive corporate links which the University enjoys and its significant experience, track record and proposed international/multinational opportunities provided by GCU New York, GCU is confident that a strong value proposition exists. Among GCU alumni living in the NYC area, Risk Management is the best represented area of study. Our alumni are supportive and many have come forward voluntarily and offered to help with placements when the New York campus is approved.