



جامعة الإمارات العربية المتحدة
United Arab Emirates University

University Standing Committees Handbook

2018/2019

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1. Introduction

The UAEU Standing Committee Handbook defines the roles of the standing committees in University governance, lists current UAEU standing committees, and outlines the membership guidelines and terms of reference for each. In addition, the Handbook describes the general policies governing the operation of UAEU standing committees.

This Handbook includes only the committees that have a formal role in UAEU governance--standing committees and have a campus-wide scope. In addition to the standing committees described in this Handbook, there are many sub-committees, temporary or *ad hoc* committees and working groups on campus, as well as standing committees whose role is limited to a particular college or academic or administrative department; these are not included here. The department or college that creates them is responsible for defining the terms of reference and membership guidelines of such committees and working groups.

2. UAEU Committees and University Governance

Committees play a central role in UAEU governance. The university is committed to the principles of openness and shared governance, and the system of committees provides a mechanism for the university community to participate in decisions that affect them. As many committee records are available online to university faculty and staff, the committee structure also ensures that decisions are made and communicated in an open and transparent way.

The role of committees at UAEU needs to be understood in the context of overall institutional governance. The University Council is the governing body of the university, and the law charges the council with responsibility for the management of the university's resources, strategic directions, and operations. The University Council discharges its governance responsibility through delegation of authority to the Chancellor as its chair and to the Vice Chancellor who, as the CEO, has the responsibility for administering the operations of the university and for the implementation of the policies of the university council.

The Vice Chancellor, in turn, delegates responsibility, as appropriate, to members of the management team and to representative bodies on campus in a way that ensures effective and efficient management of the university and provides opportunities for all campus constituencies to participate in decision-making.

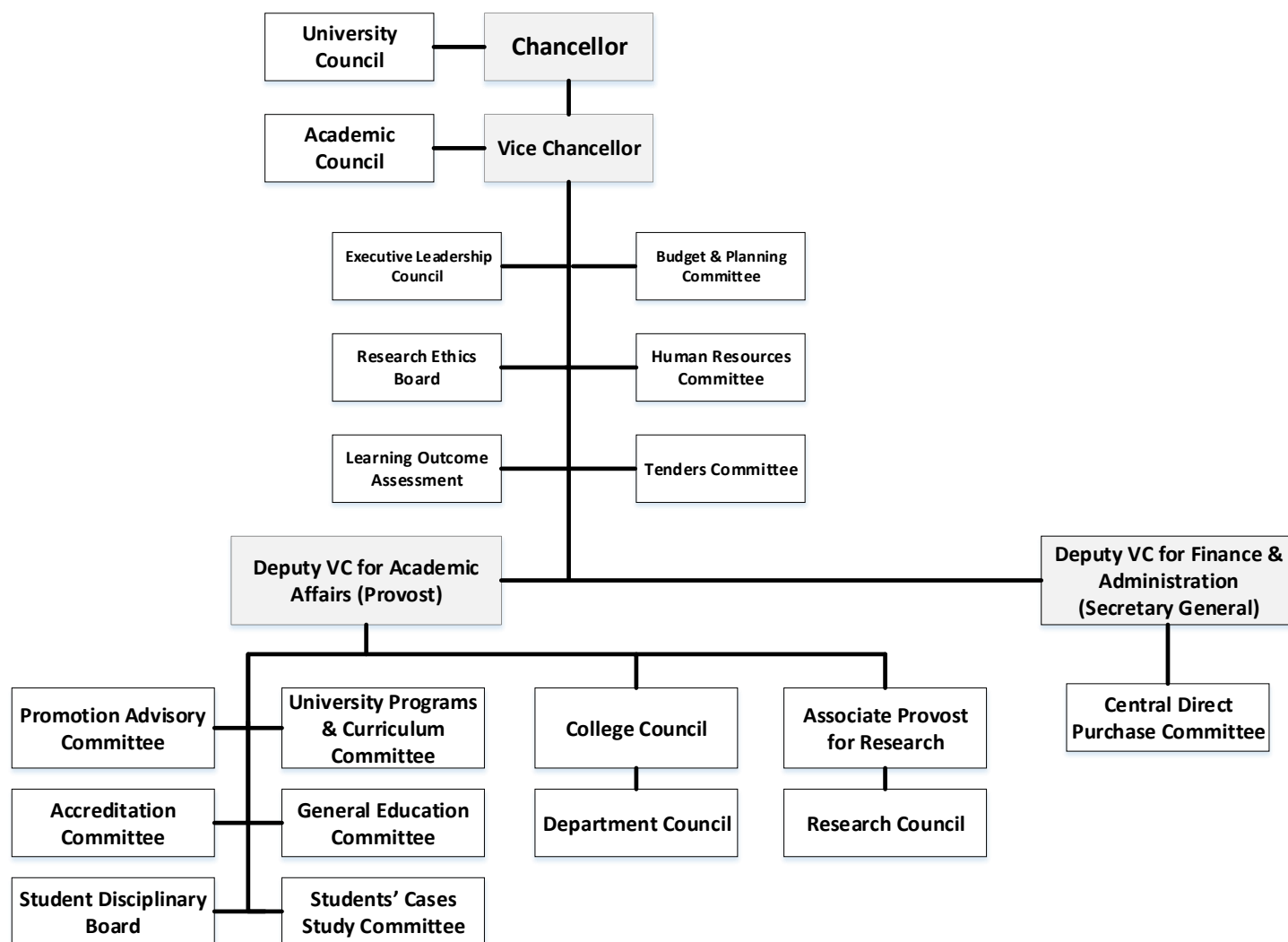
3. Standing Committees and *Ad Hoc* Committees

There are two broad categories of committees on campus: "standing" committees and "*ad hoc*" committees. Standing committees are permanent bodies with no termination date, and they are involved with ongoing tasks such as curriculum review and financial management of the institution. Committees whose span of activity is campus-wide are designated "university standing committees". Other standing committees operate at the level of the individual unit or department. Those committees are not discussed here, and the department to which they are responsible will normally define their membership guidelines and terms of reference.

Ad hoc committees are temporary and are formed in order to address a current project or campus initiative. Such committees are dissolved when the project or task is completed. Like standing committees, *ad hoc* committees may operate at the local unit or the university level.

This document covers only standing committees whose span of responsibility is campus-wide. The following UAEU committee organization chart shows the current standing committees:

Committee Structure



4. UAEU Standing Committees (listed alphabetically)

4.1. Academic Council

The Academic Council, chaired by the Vice Chancellor, has responsibility for the academic quality and integrity of UAEU's academic programs, focusing on the organization, management, and quality assurance of teaching and research. The academic council also considers proposals having to do with student life. The AC reports to the Vice Chancellor.

a) Membership

- Vice Chancellor (Chair, *ex officio*)
- Deputies Vice Chancellor
- Academic Directors
- Deans of colleges, libraries, students, enrollment, university college, and graduate studies
- Four faculty members, other than administrators
- Others as designated by the Vice Chancellor

b) Terms of Reference

- Maintain an overview of strategies, policies and procedures, and actions pertaining to: (i) research; (ii) teaching and learning; (iii) maintenance of academic standards; (iv) examinations and assessment; (v) innovations in educational practice; (vi) program development and review; (vii) student behavior and discipline; (viii) student experience; (ix) faculty development; (x) quality management and enhancement; (xi) program and institutional accreditation;
- Endorse proposed new programs and courses and major changes to existing programs, for approval by the University Council;
- Review graduation lists and the academic calendar and recommend to the Vice Chancellor for approval by the university council;
- Receive annual reports from the Deputy Vice-Chancellor for Academic Affairs on progress in relation to UAEU's research strategies and from the dean of the university college on progress in relation to UAEU's teaching and learning strategies;
- Maintain an overview of the work in the following areas, by reviewing committee agendas and minutes and requesting reports from the responsible administrators when necessary: graduate studies; undergraduate curriculum & programs; library; student admissions; research; and academic quality assurance;
- Review other issues forwarded by the University Council or by the Vice Chancellor and take appropriate action;
- Set up working groups or *ad hoc* committees as necessary to discharge its responsibilities and prescribe their terms of reference and constitution for each;
- Meet at least twice per semester. The Vice Chancellor forwards approved resolutions to the University Council, as appropriate.

4.2. Accreditation Committee

The purpose of the accreditation committee is to oversee the processes related to both academic and institutional accreditation. The committee reports to the Deputy Vice Chancellor for Academic Affairs.

a) Membership

- University Accreditation Liaison Officer (Chair)
- Director of the Office of Institutional Effectiveness
- Director of the Department of Strategy and Future
- Dean of the College of Graduate Studies
- Director of the Academic Affairs (Provost Office)
- Chairs of the University Learning Outcome Assessment Committee
- Chair of the University Program and Curriculum Committee
- Coordinator of the University Program review
- Representative from the library Deanship

b) Terms of Reference

- Setting the general policies of the UAEU Academic and Institutional Accreditation Committee.
- Overseeing the UAEU Academic and Institutional Accreditation.
- Approving the academic accreditation strategic plan and its timetable.
- Following-up the academic accreditation of the academic programs with the identified entities.
- Reviewing the colleges' academic accreditation work plans and overseeing the tasks of their committees.
- Ensuring that programs and colleges meet the recommendations of the concerned committees and preparing operational development plans.
- Leading the process of upgrading the quality of the UAEU academic programs in accordance with international standards and preparing them for obtaining accreditations from local, regional and international bodies.
- Achieving the UAEU objectives related to quality and academic accreditation.
- Promoting the culture of quality among UAEU community, conducting research, and holding conferences and workshops on this regard.
- Evaluating the performance and ensuring the quality of academic and administrative services provided by all UAEU units.
- Providing thoughts on academic accreditation proposals submitted to the committee and submitting them to the Deputy Vice Chancellor for Academic Affairs.
- Providing thoughts on the reports regarding the university's and programs' achievement of the academic and institutional accreditation's requirements.
- Preparing an annual report on academic and institutional accreditation and submitting recommendations to the Deputy Vice Chancellor for Academic Affairs.
- Following-up the requirements of the academic and institutional reaccreditation.

4.3. Budget and Planning Committee

The purpose of the Budget and Planning Committee is to annually review the guiding principles and processes for the university's operating and capital budgets and to recommend the annual operating and capital budgets to the Vice Chancellor for submission to the University Council. The BPC reports to the VC through the senior executive council.

a) Membership

- Vice Chancellor (Chair)
- Deputies Vice Chancellor
- CFO
- Director, Planning, Academic & Institutional Development Department
- Others as designated by the Vice Chancellor

b) Terms of Reference:

- Approve annual university budget proposal for forwarding to the University Council;
- Ensure that academic planning and the management of resources (people, money, space) are fully integrated;
- Regularly review expenditure against budget;
- Review monthly accrual of savings and receipts of additional revenue;
- Review and recommend action on requests for unbudgeted major items of expenditure;
- Regularly re-allocate savings and other income to activities that support the UAEU strategic plan;
- The BPC shall meet monthly, with additional meetings scheduled on an ad hoc basis, as necessary to deal promptly with emerging items of business.

4.4. Central Direct Purchase Committee

Oversees the establishment of an unbiased, transparent, efficient and timely procurement of material or services via the Direct contracting or competitive Method.

a) Membership

- Deputy Vice Chancellor for Finance and Administration, Secretary General, (chair)
- Financial Affairs Division Director
- Tenders and Procurement Department Director
- General Services Department Director
- Representative from the Tenders and Procurement Department

b) Terms of Reference

- Purchases by direct purchase, using competitive procedures to provide goods and services (centrally) which have values that exceed 25,000 AED, and do not exceed the value of 500,000 AED. In addition to purchasing through direct contracting up to 500,000 AED.

4.5. College Councils

College councils oversee the academic, administrative, and financial matters of a college in accordance with the university law, by-laws, policies and procedures. Each college council reports to the academic council through the dean of the respective college.

a) Membership

- Dean of the college (chair)
- All associate or vice deans
- Department chairs
- Faculty representatives (associate and full professor)
- Additional faculty or student representatives as determined by the dean

b) Terms of Reference

- Develop curricula;
- Implement curricula;
- Recommend the award of academic degrees;
- Recommend admission of students;
- Recommend faculty appointments;
- Review and endorse the college strategic plan and budget;
- Recommend college-level policies and procedures;
- Other tasks as assigned by the dean.

4.6. Executive Leadership Council

The Executive Leadership Council (ELC) provides leadership in the development of the university and the implementation of its strategic goals. The Vice Chancellor chairs it, and its members are the senior administrators responsible for overseeing the implementation of academic and administrative policies. Decisions made by campus-wide university committees are sent as recommendations to the Vice Chancellor and, when appropriate and at the discretion of the Vice Chancellor, the ELC reviews these. In this way, the senior management team advises the Vice Chancellor on important recommendations that come from campus committees. Based upon the advice and recommendations of the ELC, the Vice Chancellor will approve a recommendation, reject it, or send it back to committee for further work. The ELC reports to the Vice Chancellor.

a) Membership

- Vice Chancellor (chair)
- Deputies Vice Chancellor
- Chief Financial Officer (CFO)
- Director, Department of Strategy and Future
- Others as designated by the Vice Chancellor

b) Terms of Reference

- Review development of the strategic plan and recommend it for approval to the University Council;
- Monitor and report regularly to the Vice Chancellor and university council on progress against strategic goals;
- Review proposals for new and revised policies and recommend changes to the University Council;

- Regularly review the policy framework, delegations and signatory authorities;
- Review the university's risk register on a quarterly basis to ensure that new risks to the university are identified and considered, existing risks are monitored, risks are properly assessed and recorded in the university's risk register, and risk controls are implemented;
- Receive *ad hoc* reports from deans and administrative department directors on matters relevant to the development of the university;
- Identify important issues, initiate action, evaluate progress, and make timely decisions and/or recommendations about university matters.
- The Senior Executive Council shall normally meet every two weeks or as convened by the Vice Chancellor.

4.7. General Education Committee

The General Education Committee reports to the Deputy Vice Chancellor for Academic Affairs (provost).

a) Membership

- Director of the general education program (chair)
- Ten faculty, appointed by the DVCAA, with at least one representative from each college

b) Terms of Reference

- Review the general education program with regard to matching the equivalent programs applied by world universities and adapt to academic accreditation criteria;
- Monitor the implementation of the action plan, commitment to timetable, and coordination/follow-up processes with regard to development of general education courses, their methods of instruction, and assessment to ensure that the programs achieves its goals and mission;
- Develop general plans, policies, and activities relevant to assessment of program outcomes, to include determining the required levels of performance and assessment tools required;
- Receive and review college, academic department, and foundation program proposals pertaining to the program and its courses, taking appropriate decisions or issuing the necessary recommendations to the academic council, as required;
- Ensure compliance with all accreditation requirements.

4.8. Graduate Studies Council

The graduate studies council is responsible for policies and procedures relating to graduate programs and courses, for coordination with colleges on all graduate studies matters, and for recommendations to the Deputy Vice Chancellor Academic Affairs with respect to graduate program and course proposals. The GSC reports to the academic council through the DVC of Academic Affairs.

a) Membership

- DVC for Academic Affairs (chair)
- Dean, CGS (Co-Chair)
- Assistant deans for research & graduate studies at each college

- Dean of enrollment
- Up to three faculty members at or above the rank of associate professor appointed by the DVC for Academic Affairs on the recommendation of the Dean of the CGS.

b) Terms of Reference

- Develop policies and procedures to govern graduate education in all colleges, for approval by the Academic Council;
- Regularly consider the array of graduate programs offered by colleges and ensure that they support the goals articulated in the university strategic plan;
- Develop mechanisms to ensure that the university's graduate programs are achieving their educational objectives;
- Assess the viability of graduate programs, including an assessment of the fee structure and financial viability, and make recommendations re program approval to the DVCRGS for submission to the Academic Council;
- Ensure that colleges adhere to the university requirements for the regular evaluation and continuous development of academic programs, including outcomes assessment and periodic program review;
- Review the quality of graduate programs and ensure that they meet the expectations of program and institutional accreditation;
- Meet at least twice per semester to ensure that recommendations are forwarded to the Academic Council in a timely manner.

4.9. Human Resources Committee

a) Membership

- Vice Chancellor (chair)
- Deputy Vice Chancellor for Finance and Administration (Secretary General)
- Director, academic personnel office
- A faculty member from the College of Law
- A faculty member from the College of Business and Economics
- A representative of the College of Medicine & Health Sciences
- Director of Human Resources Department (secretary)

b) Terms of Reference

- Reviewing the procedures for appointment, transfer, and promotion;
- Reviewing employees' appeals and grievances and recommending thereof;
- Reviewing and recommending staff evaluations and assessment;
- Endorsement of job description and personal goals for employees of leadership, supervisory, and executive groups;
- Review of the HR policies and procedures and giving recommendations thereof;
- Follow-up on the job market requirements and presenting recommendations regarding salaries and benefits for recruiting best qualified candidates;
- Reviewing and endorsing staff appointments;
- Endorsement of performance evaluation system and follow-up on its implementation;
- Overseeing staff contracts termination.

4.10. Learning Outcomes Assessment Committee

Oversees the all UAEU learning outcomes assessment (LOA) activities to ensure uniformity, consistency, and compliance with the university processes. The committee reports to VC through the director of the Office of Institutional Effectiveness.

a) Membership

- Coordinator of Learning Outcome Assessment (Chair)
- Nine faculty, appointed by the VC, with at least one from each college

b) Terms of Reference

- Oversees all UAEU learning outcomes assessment (LOA) activities to ensure uniformity, consistency, and compliance with the University Processes;
- Reviews and analyzes the annual Institutional Learning Outcomes (ILOs) assessment results.
- Oversees the implementation of the ILO remedial actions at the college level, and report on their effectiveness.
- Conducts an audit on the correctness, appropriateness, and completeness of the LOA processes and reports.
- Investigates new tools and methods to streamline the LOA processes and increase their effectiveness.
- Reviews and analyzes the annual UAEU LOA statistics.
- Prepared the UAEU annual LOA report.
- Promotes the LOA culture within the UAEU community.

4.11. Promotion Advisory Committee

The promotion advisory group makes recommendations to the DVCAA (provost) on the faculty applications for promotion that have been received by each College. Based upon the committee recommendations, the DVCAA forwards the final recommendations for promotion to the Vice Chancellor. The PAC reports to the DVCAA.

a) Membership

- A senior faculty at the rank of Full Professor (chair)
- One faculty member from each college. When possible, each faculty representative should hold the rank of full Professor. Faculty representatives will be appointed by the DVCAA.

b) Terms of Reference

- Ensure that policies and procedures related to academic promotions have been followed at each level (department, college and university);
- Communicate with colleges to complete any missing documents/reports;
- Conduct a thorough review and an independent evaluation for each application, considering all reported achievements and all internal and external evaluation reports;
- Maintain consistency and uniformity of promotion standards among the colleges;
- Provide recommendations to the DVCAA and the Vice Chancellor on the eligibility for academic promotion of each candidate, based upon the promotion criteria;

- The PAC shall meet as frequently as necessary during the period from March to May of each academic year.

4.12. Research Council

The purpose of the university research council is to serve as an advisory body on matters pertaining to the development of research and creative activities at the University. It is designed to foster faculty and student participation in research, publications and other scholarly work in the interest of promoting creativity and innovation. The URC reports to the Academic Council through the DVCAA.

a) Membership

- Associate Provost for research (chair)
- Director of research and sponsored projects Office.
- Assistant dean of research & graduate studies in each college
- Chair of the university research ethics review board
- Up to three faculty members at or above the rank of associate professor appointed by the DVCAA on the recommendation of the Associate Provost for Research. Appointments are for a two-year term.

b) Terms of Reference

- Create a supportive and enabling environment for research at the university;
- Assist the university to realize its potential for distinction in research, creativity, and scholarly activities;
- Develop policies and procedures to govern research across the university for approval by the academic council;
- Review and recommend how university research funds should be allocated;
- Manage the various research funding programs that are established within the university, and report annually to the academic council on research grant outcomes;
- Consider proposals for new research centers and make recommendations regarding research center proposals to the university council;
- Identify and promote opportunities for integrating research experiences into undergraduate and graduate education and for involving students in research projects.

4.13. Research Ethics Review Board

The RERB Provides a framework that includes mechanisms and standards for ethical review of research projects undertaken in the university, ensuring that the university maintains the highest ethical standards in the preparation, implementation and dissemination of research. The RERB reports to the Vice Chancellor through the DVCAA.

a) Membership

- Nine faculty members with relevant academic qualifications and research experience
- The chair, vice chair, and chairs of the RERB subcommittees will be selected from the nine faculty
- A person with knowledge of, and current experience in, the professional care, counseling or treatment of patients

- A lawyer or a person with understanding of the legal issues related to the committee's work

b) Terms of Reference

- The RERB's human medical research ethics committee (HM-REC) will review and process approval of relevant research projects submitted by the faculty researchers at related colleges and affiliated and contracted hospitals;
- The board's social sciences research ethics committee (SS-REC) will review and process approval of relevant research projects submitted by the faculty researchers at related colleges;
- The board's hazardous and bio-hazardous materials/processes research ethics committee (HAZ-REC) will review and process approval of research projects involving the use of hazardous and bio-hazardous materials or processes submitted by the faculty researchers at related colleges;
- Animal research ethics committee (A-REC) of the board will review and process approval of research projects involving animals by the faculty researchers at related colleges.

4.14. Students' Cases Study Committee

The Students' Cases Study Committee reviews all special student academic cases or student requests. The committee make recommendations and reports to the DVAA

4.15. Student Disciplinary Board

The student disciplinary board reviews and makes recommendations regarding an appropriate university response to allegations of student academic misconduct. The academic student disciplinary board reports to the Vice Chancellor.

a) Membership

- Faculty member from the College of Law (chair)
- Faculty member from the college of the accused
- A third faculty member

b) Terms of Reference

- The board will review evidence concerning allegations of student academic misconduct;
- The board will hear testimony from the student regarding the accusations;
- After reviewing testimony of both the accuser and the accused, the board will make recommendations to the Vice Chancellor regarding the institutional response to allegations of academic misconduct.

4.16. Tenders Committee

• Membership

- Vice Chancellor (Chair)
- DVAA
- Associate Provost for Research.
- Associate Provost for student Affairs and Enrolment.
- Director, financial affairs department

- Director, tender and procurement department
- Director, facilities management
- Representative of the academic affairs division
- Representative of the Chancellor's Office

a) Terms of Reference

- Review purchasing plans for goods and services;
- Approved centralized and decentralized purchasing processes;
- Review potential agreements;
- Purchase goods and services whose value exceeds AED 500,000 through limited or public tender;
- Identify goods and services that require price agreement;
- Ban or approve particular vendors based on recommendations from the tenders and procurement department;
- Approve waivers of vendor deadline penalties after reviewing evidence that delays were not the responsibility of the vendor;
- Terminate contracts or impose penalties in accordance with university policies for vendor failures to deliver goods or services as agreed;
- Determine how to dispose of surplus or damaged goods or materials;
- Supervise real estate leasing processes or real estate auction processes which involve sums of more than AED 25,000;
- Approve purchases through other than approved vendors;
- Oversee the work of other procurement related groups and committees.

4.17. Undergraduate Programs and Curriculum Committee

The UPCC approves new undergraduate programs and revisions to existing programs and ensures that the university's program review processes are implemented for undergraduate programs. The UPCC reports to the Academic Council through the DVCAA.

a) Membership

- Head of the Institutional Research Unit (chair)
- Representative from the General Education Committee
- A faculty member from each college appointed by the DVCAA on the recommendation of the dean.

b) Terms of Reference

- Reviewing proposals received from various Colleges pertaining to curricula amendments or offering/elimination of degrees and taking the appropriate decisions thereto.
- Ensuring that proposed academic programs are developed with reference to the UAE Qualifications Framework, University and international standards.
- Ascertaining that the program / curricula meet the academic accreditation requirements to attain excellence in all academic programs offered by University.
- Developing the appropriate academic and administrative framework to which the curricula amendments or offering/elimination of degrees process may refer and determining the follow up and implementation processes thereto.

5. Standing Committee Support, Policies, and Guidelines

5.1. Management of Committee Operations

Given the centrality of standing committees to university governance, it is important to provide strong central support for the management of committees operations. It is also essential that full and accurate records be kept of all committee activities and decisions and that the appropriate level of confidentiality be maintained for all committee documents. This function is intended to be hosted by the Department of Strategy and Future (DSF). Primary responsibilities include:

- Prepare the master schedule of meetings for standing committees each spring for the following academic year;
- Facilitate the selection of new members each spring as needed to fill committee positions for the following year;
- Take responsibility for management of the UAEU committee pages and document repositories on the university web site;
- Keep copies of committee minutes, agendas, and other essential committee records;
- Provide orientation as needed for committee chairpersons and secretaries;
- Provide clerical support for committee chairpersons and secretaries;
- Designate committee documents as confidential or non-confidential and ensure that access to confidential records is made available only to those authorized to see them by university policy.

5.2. Establishment and Dissolution of Committees

Any UAEU college or administrative department may make a recommendation for the creation or dissolution of a committee with campus-wide responsibility. Recommendations should be submitted to the central committee office, which will forward the recommendation to the appropriate body. The Academic Council will review recommendations regarding academic committees, and the council will forward its recommendation to the Vice Chancellor. Recommendations regarding administrative committees will usually be sent for review to the Senior Executive Council. Unless otherwise specified by statute or decree, final decisions regarding the establishment or dissolution of a committee will be made by the Vice Chancellor.

Recommendations for creation of committees at the college or administrative departmental-level may be made by any member of the university community and should be made to the appropriate dean or administrative department head. For new university standing committees, the “committee establishment template” in the Appendix should be completed and submitted to the central committee office.

5.3. Committee Terms of Reference and Membership Guidelines

Proposals for new university-level standing committees must contain the following information:

- Proposed committee name;
- College or department proposing the committee;
- Proposed committee terms of reference, including designation of chairperson and secretary;
- Proposed committee membership guidelines.

Once established, committees cannot amend their own terms of reference or membership guidelines. Proposals to change the TOR or membership guidelines for a standing university committee will be subject to the same approval process as a proposal for a new committee.

5.4. Committee Leadership

A. Committee Chair

Responsibilities of the committee chair are as follows:

- Plan committee meetings and agenda in collaboration with committee secretary and with key stakeholders
- Attend all meetings and keep an ongoing awareness of committee work and related matters between meetings
- Chair meeting fairly and impartially, keeping the committee on-task and on-schedule while ensuring that each member has an opportunity to present his or her views
- Manage the agenda, introducing speakers, and inviting relevant members to comment on agenda items. Draw discussions to a clear and timely conclusion on each item
- Report to committee members on developments and decisions that affect the work of the committee
- Approve minutes and reports of committee meetings before their distribution
- Approve urgent and non-controversial matters on the committee's behalf between meetings, promptly informing the committee membership of such approvals
- Orient new committee members to the committee's role and procedures
- Fulfill other responsibilities as defined by the committee's TOR

B. Committee Secretary

- Maintain membership and circulation lists and a full set of agenda papers and minutes
- Maintain up-to-date terms of reference for the committee
- In collaboration with the central committee office, ensure that the relevant website section is up to date
- Make all necessary arrangements for meetings, including venue, hospitality, and schedule (when not already set through the schedule of meetings)
- Draft meeting agendas in cooperation with the chair
- Ensure that all necessary documents are available to members on the committee website in advance of the meeting
- Attend all meetings and keep full minutes and reports of committee activities
- Ensure that decisions and actions are followed-up in a timely way
- Ensure that the central committee office is provided with copies of minutes and other committee records
- Fulfill other responsibilities as defined by the committee chair

5.5. Developing the Agenda

- The agenda will be created by the committee secretary in collaboration with the committee chair and will be based upon the responsibilities of the committee as

defined in the committee's terms of reference (TOR). Official UAEU standing committees will use the agenda template (appended)

- Any department or college may request that a standing university committee place an item on the agenda for consideration. Requests can be made to committee chairperson, the committee secretary, or a representative committee member.

5.6. Records and Confidentiality

General information, including terms of reference and membership, will be available for all committees on the university website. Committee agendas, documents, and minutes will also be available if they do not contain confidential information, but it is recognized that committee business is sensitive. The Vice Chancellor, through the central committee office, will control access to restricted information.

5.7. Schedule of Meetings

The schedule of meetings includes information on the date, start time and venue for each meeting of the university standing committees.

- The draft schedule of meetings is created each year by the central committee office. Committee leadership reviews the draft version to ensure that the schedule as proposed is feasible in terms of key members' calendar commitments and room bookings.
- The schedule is designed so that the sequence and timing of committees allows for their reporting to other bodies as appropriate. In the case of subcommittees, the timing should allow for the minutes of a meeting to be written and approved by the Chair so that a report of that meeting can be included in the agenda for the parent committee.
- The committee secretary is responsible for ensuring that the published web version of the schedule of meetings is revised to include any changes to the date, start time, or venue of meetings.

5.8. Meeting Management

While these guidelines are not intended to be prescriptive, since chairs need some flexibility depending upon the needs of their committee, they reflect commonly accepted best practice with respect to effective meeting management.

- **Start on time:** Begin each meeting at its scheduled time, even if some members arrive late. Waiting until all members have arrived encourages tardiness and wastes the time of members who arrived at the scheduled time.
- **Keep members focused on the agenda:** Tactfully discourage distractions such as side conversations or e-mail checking.
- **Finish on time:** Set a time limit for each meeting and stay with it. Few meetings should require more than one hour if the chair keeps members focused and on task.
- **Agendas:** It is important that agendas be sent out to members at least 24 hours ahead of time. The chair should make it clear that members are expected to have read agendas, minutes and other meeting materials in advance of the meeting. Valuable meeting time should not be spent reading materials that should have been provided in advance.
- **Decision-making:** Whenever possible, decisions should be made by consensus and the decision made should be clearly articulated by the chair. When a consensus decision is not possible, a vote will be taken and, unless the committee TOR specifies otherwise, a simple majority will decide the vote, with the chairperson not

voting except in the case of a tie. Any committee member may request a formal vote on any item under consideration.

- **Meeting documentation:** It is essential that an accurate written record be kept of meeting decisions. Minutes should be sent to committee members as soon as possible after a meeting and never more than a week later. In order to save meeting time, the review of minutes should be done electronically. If the review results in changes, the revised minutes should be sent to all members, with a copy to the central committee office.

APPENDIX: Committee Templates

- 1- Meeting Agenda Template
- 2- Meeting Minutes Template (English)
- 3- Meeting Minutes Template (Arabic)
- 4- Committee Establishment Template

Committee of _____

Proposed Agenda for Meeting No. (___)

Date: _____, ____/____/____

Time: _____ – _____

Venue: _____

لجنة

مقترح جدول أعمال الاجتماع رقم (___)

اليوم: _____ تاريخ ____/____/____

الوقت: _____: _____

مكان الاجتماع: _____

| Agenda Item | Attachment/المرفقات | الموضوع |
|---|---------------------|-------------------------------------|
| - Call to Order - Welcome and Introduction | | - افتتاح الاجتماع - ترحيب ومقدمة |
| 1. Adoption of Meeting Agenda | | 1. إقرار جدول أعمال الاجتماع |
| 2. Endorsement of the Minutes of the Previous Meeting | Attachment (1) | 2. اعتماد محضر الاجتماع السابق |
| 3. | Attachment (2) | 3. |
| 4. | Attachment (3) | 4. |
| 5. | Attachment (4) | 5. |
| 6. | Attachment (5) | 6. |
| 7. New Business | Attachment (6) | 7. ما يُستجد من أعمال |

Meeting No. _ (201_-201_)

United Arab Emirates University
Committee of _____

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Committee of _____

Meeting Minutes

Date: _____

Time: _____

Venue: _____

| | | | |
|----------------|-----------------|-------------|-----------------|
| Present | | | |
| Name | Position | Name | Position |
| | | | |
| Absent | | | |
| Invited | | | |

| Agenda Item | Background & Discussion: | Action/Responsibility | Embedded Documents |
|-------------|--------------------------|-----------------------|--------------------|
| | | | |
| 1. | | | Attachment (1) |
| 2. | | | Attachment (2) |
| 3. | | | Attachment (3) |
| 4. | | | Attachment (4) |
| 5. | | | Attachment (5) |

Next Meeting _____

Chair

Rapporteur

| | | |
|----------------------------|--|---------|
| Meeting No. __ (____-____) | United Arab Emirates University Committee of----- | Page 21 |
|----------------------------|--|---------|

التاريخ: _____ التوقيت: _____ المكان: _____

[illegible]

| بند جدول الأعمال | الخلفية والمناقشة | الإجراء/المسؤولية | الوثائق المتضمنة |
|------------------|-------------------|-------------------|------------------|
| 1. | | | مرفق (1) |
| 2. | | | مرفق (2) |
| 3. | | | مرفق (3) |
| 4. | | | مرفق (4) |
| 5. | | | مرفق (5) |

تاريخ الاجتماع المقبل

رئيس المجلس

مقرر المجلس

COMMITTEE ESTABLISHMENT TEMPLATE

| # | Topic | Text/Comments |
|----|---|---|
| 1 | Committee Name | - Insert the official name of the committee |
| 2 | Type of Committee | - Standing committee/ad-hoc committee/task force - University/college committee |
| 3 | Relationship | - State to whom this committee reports |
| 4 | Authorized by | - Who authorizes the composition of this committee (VC, Provost, etc.) |
| 5 | Goal | - In a general statement, indicate the aim or the purpose of the committee Example: The role of the committee is to: - Oversee the curriculum..... - Administer the budget |
| 6 | Composition | - Include standard phrase: "The committee comprises:", then: - State clearly the membership of the committee, indicating which member is chair and which is/are ex-officio. State whether the committee has invitees. State whether the committee has power to co-opt, and, if so, how many members it may co-opt and for what purpose, e.g. to provide expertise in a specific area |
| 7 | Quorum | - The quorum may be a set number or may be a formula. A quorum may have to include a certain number from a particular category of membership Examples <ul style="list-style-type: none"> • The quorum for the committee is four. • The quorum for the committee is half the number of members plus one. • The quorum for the committee is four which must include the chair of the committee |
| 8 | Term of Office/Eligibility for a Second or Subsequent Term of Office | - The term of office of members is (....) years, starting from the beginning of the academic year... - State if subsequent reappointment is allowed Example (1) At the end of a term of office, members may be reappointed (2) Members appointed are not eligible to be re-appointed |
| 9 | Frequency of Meeting | - State the frequency with which the committee normally meets. If there is a mandatory number of meetings this must be stated Example <ul style="list-style-type: none"> • The committee must meet at least once in each semester |
| 10 | Authority/Decision Making | - State how decisions are made and if the chair has a casting vote Example <ul style="list-style-type: none"> • All decisions of the committee are decided by a majority of the members present and voting • Decisions are taken by 2/3 majority vote or chair authority or consensus |
| 11 | Objective | - State, in details, the responsibilities and duties of the committee (these are measurable achievements which lead to the creation of one or more deliverables) Example 1) Review curriculum changes and 2) Review the Key Performance Indicators of 3) Develop plans relevant to |

Authorized by:

Name: _____

Signature: _____