

**Meeting Minutes of UAEU Board of Trustees**  
**Second Meeting of AY 2022/2023**

<b>Entity Name</b>	Board of Trustees	<b>Meeting Time</b>	From: Wednesday am to Thursday pm
<b>Meeting No</b>	2 of AY 2022/2023	<b>Meeting Date</b>	26 and 27 October 2022
<b>Meeting Chairman</b>	HE Zaki Nusseibeh	<b>Meeting Place</b>	UAEU and Via Teams
<b>Decree of Confidentiality</b>	Confidential	<b>Meeting Secretary</b>	Ian Barron

<b>University Board of Trustees</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
1.	HE Zaki Anwar Nusseibeh	Chancellor – UAEU	Chairman
2.	HE Saeed Rashed Al-Yateem	Assistant Undersecretary for Resources and Budget - Ministry of Finance	
3.	HE Dr. Tariq Bin Hendi	Non- Executive Chair, Edelman, Middle East	Member
4.	HE Saeed Al-Bahri Salem Al-Ameri	Director General - Abu Dhabi Agriculture and Food Safety Authority	Member
5.	HE Mona Ghanim Al-Marri		Member
6.	HE Dr. Abdulla Alkaram	Director General - Knowledge and Human Development Authority	
7.	HE Tayba Al-Hashemi	CEO - ADNOC Sour Gas	Member
8.	HE Dr. Mohammed Ali Al-Sheryani	Director of Community Affairs - Supreme Council for National Security	Member
9.	The Rt. Hon. Professor the Lord Ajay Kakkar PC	Emeritus Professor of Surgery, UCL President, Thrombosis Research Institute Chairman, King's Health Partners	Member
10.	Ms. Amna Al-Shamry Al-Ajmi	Senior Planning Analyst, Employee Engagement - ADNOC Distribution	Member

<b>Non-Board Members – Advisors</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
1.	Professor. Elizabeth H. Simmons	Executive Vice Chancellor for Academic Affairs - University of California, San Diego,	External Advisor
2.	Mr. Henry Stoeber	President and CEO - Association of Governing Boards of Universities and Colleges	External Advisor
3.	Professor Baron Peter Piot	Handa Professor of Global Health – London School of Hygiene and Tropical Medicine	External Advisor

Apologies			
	Name	Title	Position
1.	HE Faisal Al-Bannai	Executive Chairman – EDGE group	Member
2	Juma Alfalasi	Ministry of Cabinet Affairs	Observer

Attendees via Chancellor Invitation			
	Name	Title	Notes
1	Professor Ghaleb Ali Albreiki	Acting Vice Chancellor	
2.	Professor Matthew Evans	Provost	
3.	Dr. Mohamed Shaker Al Hammadi	General Counsel - UAEU	
4.	Mr. Robert Smith	CFO - UAEU	Present for agenda item no.10

	Agenda Topic	Discussion
	<b>Welcome</b>	<p>The Chairman extended a welcome to the Trustees and Advisers present, both in-person and virtually. Before proceeding with the meeting's order of business, he:</p> <ul style="list-style-type: none"> <li>• looked forward to as many Board Trustees and Advisers as possible being able to attend the remaining meetings of 2022 in person,</li> <li>• confirmed that the Board of Trustees meeting on 26 October 2022 would be combined with a 'Retreat' extending over to 27 October 2022 to be held at the Al Ain Telal Resort -the program for the Retreat was currently being developed and details would be communicated to the Board in due course. The Chancellor strongly encouraged all Board members and Advisers to attend the Retreat in person,</li> <li>• thanked the Board for completing the Board performance self- evaluation questionnaires and for their time in completing the 1:1 meetings with the Hawkamah consultant over the coming weeks,</li> <li>• referred to the strong student admissions numbers for AY 2022/2023 and confirmed that all teaching was now face-to-face, making for a busier campus than it has been for the last few years,</li> <li>• reported that the Executive management team was now finalizing its proposals for a reorganization of the internal structure of the University and that a full report would be made to the Board meeting in October 2022,</li> <li>• confirmed that a full report assessing the impact of the new governance law pertaining to Federal Higher Education Institutions in the UAE was scheduled to be presented to the Board at its meeting in October 2022,</li> <li>• reported that, in accordance with norms of good governance practice and consistent with his roles as University Chancellor and Chairman of the Board, he had initiated the process of adopting an entirely non-executive remit as regards University affairs, with the Acting Vice</li> </ul>

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		<p>Chancellor leading the Executive leadership team as de facto Chief Executive.</p> <p>After confirming that the meeting was quorate, the Chairman proceeded with the order of business.</p>
1.	<b>Meeting Agenda</b>	The Chairman presented the agenda which was approved and adopted.
2.	<b>Minutes of Meeting No.5 AY 2021/2022</b>	The University Board of Trustees <b><i>Ratified</i></b> and adopted the Minutes of meeting no.5 of AY 2021/2022.
3.	<b>Ratification of email approval – Contract extension for Dean of the College of Agriculture &amp; Veterinary Medicine</b>	The University Board of Trustees ratified the decision, taken by way of email approvals from the Board Trustees, to approve a contract extension for the Dean of College, Agriculture & Veterinary Medicine.
4.	<b>Update Report on UAEU's 2-Year Action Plan to accelerate the advance of the University's global ranking</b>	<p>The Provost summarized an update report on the 2-year Action Plan to accelerate the advancement of the University's international ranking, emphasizing the strategic themes of the plan, their linkage to national priorities and the projected substantial cost of implementing the identified research clusters. The Provost considered that the key issue to address before being able to realistically start the planned process was one of how and over what timeframe the plan (essentially the start-up package as outlined therein) was going to be funded.</p> <p>There followed a detailed discussion on the Provost's initial update report on the ranking plan and the following key points were noted:</p> <p>1 – it was important to ensure that the projected 36 new faculty hires represented a sufficient number to actually make a meaningful impact in moving the University to the next level of research performance and that their teaching loads were set at the appropriate level to facilitate research activities,</p> <p>2 – the consensus was that it was imperative that the plan of this nature had to be activated and accomplished. In that regard it was again emphasized that enhancing the University's global status as a research- intensive Institution was the most important strategic issue facing the University which required a comprehensive plan underpinned by an unwavering commitment from both University and national leadership,</p> <p>3 – the timing dilemma between the necessary faculty hiring and the availability of the necessary facilities infrastructure was highlighted as an issue with the Provost emphasizing the importance of having the required research-enabling facilities in a well advanced state of construction and fit out before commencing the faculty recruitment process,</p> <p>4 – it was agreed that a comprehensive feasibility study setting out priorities with financial options be prepared for review at the Board/Retreat meeting in October 2022, coupled with activating an appropriately resourced Advancement/Development Office</p>

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		<p>tasked with securing public and private sector and alumni funding - it was noted that HE Dr Tariq Bin Hendi would be available to assist Executive management in these matters.</p> <p>5 – the need to avoid the risk to academic performance arising from the loss of a high number of faculty by maintaining a focus on teaching output and securing the necessary parallel funding to facilitate the planned faculty transitions,</p> <p>6 – it was considered critical for the University to attract research funding from within the UAE but it was noted that the availability of and access to long term external research funding was a national issue – in that regard it was noted that the Government was conscious of this less an ideal situation for the funding of research and was looking to create an appropriate funding mechanism for this purpose; however, the details of such a scheme were, at this stage, not clear. As a positive development, it was noted that a national Research and Development Council had recently been established which could offer a potential source of funding. It was also noted that the new governance law for Federal Higher Institutions provided the University with opportunities for additional revenue generation that could be directed towards the University's research activities,</p> <p>7 – it was noted that Media as a research area (involving potential partnerships with Google, Meta at Expo City) could be accommodated within the existing identified research themes of the Action Plan and that option would now be carefully evaluated.</p> <p>8 – given the significant funding, HR and operational issues attached to the Action Plan, an incremental approach to its implementation, one research cluster at a time, was suggested as a more prudent course of action – the Provost considered that the adoption of this approach would require a reassessment of the University's research status aspirations.</p> <p>In conclusion, the University Board <i>Resolved</i> to note the update report on the 2-year Action Plan to accelerate the advancement of the University's international ranking. The Chair confirmed that the Action Plan and the matters arising from the meeting would be further developed and the progress made reported at the Board/Retreat meeting to be held over 26/27 October 2022.</p>
5.	<b>Update on Strategic KPIs - semi-annual results and analysis 2022</b>	<p>Dr Rashed Alzahmi joined the meeting and summarized the key aspects of his presentation on the University's strategic KPIs and the semi-annual results and analysis.</p> <p>During the ensuing discussion, particular concern was expressed regarding the disappointing student employment data given that that the main function and top priority of the University was to enhance the post graduate employment opportunities for all its students.</p>

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		<p>The Provost referred to the actions outlined in the KPI analysis to achieve improved results and confirmed that there was a strategic initiative to improve the student employment rate by expanding the specialist support resources within what was, admittedly, a relatively small scale Career Centre. It was also noted that appropriate appointments had been made in the Colleges of Agriculture &amp; Veterinary Science and Engineering to support students in their job search and placement activities.</p> <p>A consensus emerged that a 'Task Force' of Board members should be established to work with the Executive management to identify actions that could be taken to improve student employment in both the public and private sectors. The Chairman requested that the Vice Chancellor, supported by the Board Secretary, liaise with HE Mona Al-Marri to form and activate the Task Force.</p> <p>The Vice Chair considered that a full-time Job Counsellor appointment should be made to undertake the important 'match-making' function between students and employers.</p> <p>In conclusion of the discussion, the University Board of Trustees noted the report on the semi-annual KPI performance 2022 and the suggested actions identified during the discussion.</p> <p>The Chairman thanked Dr Rashed Alzahmi for his summary of the half year 2022 KPI performance.</p> <p>Dr Rashed Alzahmi left the meeting.</p>
6.	<b>Update on identification of transformational projects following the UAE's adoption of a new methodology in government work</b>	<p>The Acting Vice Chancellor summarized the current status of the transformational projects which had been proposed by the University as part of its response to the UAE's adoption of a new methodology in government work and confirmed that Executive management were currently addressing the comments of their Excellencies Dr Mohammed Al-Sheryani and Saeed Al-Ameri on proposals for a Solar Power Plant, the transformation of the UAEU campus into a Living Laboratory and the establishment of a UAEU Teaching Hospital and Polyclinic.</p> <p>There followed a general discussion on the proposals and the following points were noted.</p> <p>1 – Additional transformational project proposals could include addressing the student employment situation and the academic research challenges discussed earlier in the meeting.</p> <p>2 – The emphasize of the Solar Power Plant project should be placed on its targeting to help the University's core business eg solar heating for farming.</p> <p>3 – Further transformational projects could include proposals to address the up and re- skilling of unemployed Citizens and</p>

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		<p>current faculty members and devising bespoke private sector work experience programs for students.</p> <p>In conclusion, the Board noted the current and additional transformational project proposals and the Chairman confirmed that they would be further discussed and developed at the Board/Retreat meeting to be held over 26/27 October 2022.</p>
7.	<b>WASC Accreditation-Update</b>	<p>The Acting Vice Chancellor reported that a letter dated 11 July 2022 had been received from WASC Senior College and University Commission re affirming the University's WASC accreditation for 10 years through to 2032 and this was duly noted. The Chairman congratulated the Acting Vice Chancellor on attaining the strategically important re accreditation from WASC.</p>
8.	<b>Academic Matters</b>	<p>HE Dr Abdulla AlKaram, the Chairman of the Academic &amp; Student Affairs Committee informed the Board that, at a meeting of the Committee on 25 August 2022, a proposal for a new academic program – a Bachelor of Arts in Applied Sociology and Data Analysis was evaluated by the Committee.</p> <p>The Committee had noted the high enrolments but low student employability rates of a pure Sociology program which had been suspended in 2019 and, in the light thereof, considered that a cap on the number of students permitted to enter the proposed new program would be a sensible risk management measure to take.</p> <p>After due consideration of the proposal (which had incorporated a business plan and financial analysis signed off the Chief Financial Officer and Chair of the Ranking Committee), based on the recommendation of the Academic and Student Affairs Committee and after noting the reservations expressed by Mr Henry Stoeve over approving an academic program ( albeit a technically strengthened one) that had a record of poor student employment outcomes, the University's Board of Trustees <b>Resolved</b> to approve a new Bachelor of Arts in Applied Sociology and Data Analysis program with an enrolment quota of 30 students per year.</p>
9.	<b>Contract extension for the Dean, College of CHSS</b>	<p>The Provost outlined the key points relating to the proposal to extend (for a final time) the contract of the Dean of College of Humanities and Social Sciences. After due consideration the University's Board of Trustees <b>Resolved</b> to renew the contract of Professor Hasan Al Naboodah as Dean of College of Humanities &amp; Social Science for a further three years from 15 August 2022 through to August 2025.</p>
10.	<b>Q2/Half year 2022 financial performance</b>	<p>Mr Robert Smith joined the meeting.</p>

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		<p>The Chief Financial Officer presented the key points of the University's Q2/Half year 2022 financial performance and the following highlights were duly noted:</p> <ul style="list-style-type: none"> <li>• The Self-generated revenue target was significantly exceeded by 50% in 2021 but there will need to be continued close monitoring to assess whether the increased target can be met in 2022.</li> <li>• Expenditure was in accordance with expectations. Expenditure budgets are closely managed to ensure contractual commitments can be funded and any unspent budget applied to Strategic Projects.</li> <li>• The Balance Sheet is consistent with 2021 in relation to Net Assets although the 36m AED reduction reflects a decrease in restricted funds held in trust for research projects plus surpluses generated in the year from the increase in self-generated revenue.</li> </ul> <p>The Chairman thanked Mr Smith for his summary and the University's Board of Trustees duly noted the Q2/Half year 2022 financial performance.</p>
	<b>Any Other Business</b>	<p>The Vice Chair requested that action items arising from Board meetings be tracked with Executive management responses and published to Board Members and Advisers.</p>
	<b>Closing Remarks</b>	<p>The Chancellor thanked the Board of Trustees and Advisers for their attendance and their invaluable contributions and declared the meeting concluded.</p>