

Meeting Minutes of UAEU Board of Trustees
Second Meeting of AY 2023/2024

Entity Name	Board of Trustees	Meeting Time	From: Wednesday 10.00 am to 12.30 pm
Meeting No	2 of AY 2023/2024	Meeting Date	12 June 2024
Meeting Chairman	HE Zaki Nusseibeh	Meeting Place	Chancellor's Board Room and via Teams
Degree of Confidentiality	Confidential	Meeting Secretary	Ian Barron

University Board of Trustees			
	Name	Title	Position
1.	HE Zaki Anwar Nusseibeh	Chancellor – UAEU	Chairman
2.	HE Amna Al Dahak Al Shamsi	Minister of Climate Change & Environment	Vice Chair
3.	HE Dr. Tariq Bin Hendi	Chairman, Edelman Middle East	Member
4.	HE Saeed Al-Bahri Salem Al-Ameri	Director General - Abu Dhabi Agriculture and Food Safety Authority	Member
5.	HE Aisha Miran	Director General- Knowledge and Human Development Authority	Member
6.	HE Tayba Al-Hashemi	CEO - ADNOC Off Shore	Member
8.	HE Prof. Reyadh Almhehaideb	Member, Institute of Applied Technology Board of Trustees	Member
9.	HE Major General Khalid Al Buainain Al Mazroeu	Chairman, Baynuna Group	Member
10.	The Rt. Hon. Professor the Lord Ajay Kakkar KG, KBE, PC	Emeritus Professor of Surgery, UCL President, Thrombosis Research Institute Chairman, King's Health Partners	Member
11.	HE Mohamed Al Khoori	Director General, Khalifa Bin Zayed Al Nahyan Foundation	Member
12.	Mr Hamad Al Ameri	Representative of the Supreme Council for National Security	Member

Non-Board Members – Advisors			
	Name	Title	Position
1.	HE Dr Marwan Al Kaabi	CEO, Sheikh Shakhbout Medical City	External Adviser
2.	Prof. Baron Peter Piot	Handa Professor of Global Health, Director, London School of Hygiene and Tropical Medicine	External Adviser
3.	Prof. Kim Kyung- Soo	Senior Vice President for Planning and Budget, Korea Advanced Institute of Science and Technology.	External Adviser

Apologies			
	Name	Title	Position
1.	HE Mona Ghanim Al-Marri	Board member UAE Media Council, Vice Chair and Managing Director, Dubai Media Council, and Director General, Government of Dubai Media Office.	Member

Attendees via Chancellor Invitation			
	Name	Title	Notes
1	Professor Ahmed Murad	Acting Vice Chancellor and Provost	
2.	Dr. Ahmed Al Nuiami	Director, Legal and Policy Affairs Office	
3.	Mr Fadel Al Ameri	Director, Risk Management Office	Present for Agenda item14
4.	Mr. Robert Smith	Chief Financial Officer	Present for Agenda items 9,22 and 23.
5.	Ms Nawal Al Dhafri	Director, Internal Audit Office	Present for Agenda item 2

	Agenda Topic	Discussion
1.	Chairman's Opening Remarks	<p>The Chairman extended a warm welcome to the Board Trustees and Advisers to the Board's second meeting of the 2023/2024 academic year. Before proceeding with the meeting's order of business, His Excellency:</p> <ul style="list-style-type: none"> confirmed that, as regards Board Trustee membership, one more appointment remained to be confirmed as we awaited the Cabinet's nomination of the Youth member Trustee appointment.

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		<ul style="list-style-type: none"> • reported that he had issued a Decree on 3 June 2024 assigning the Associate Provost for Research to assume the Vice Chancellor's duties for a period of six months. After due consideration the Board of Trustees Resolved that Professor Ahmed Murad be assigned to assume the Vice Chancellor's duties for a period of six months effective from 3 June 2024. • confirmed that the Board of Trustees would be meeting four times per calendar year and that the Board Secretary would be circulating Board of Trustee meeting dates for the remainder of 2024 and for 2025 in due course. • anticipated that a Board of Trustees' 'Retreat' would be held in 2024 and that the Board Secretary would be confirming arrangements as soon as possible. • reported that the University was in discussions with Ministry of Education regarding the expansion of the University's College of Medicine and Health Sciences and a request for funding of AED 175M was currently being reviewed by the MOE to be then submitted to the Education and Human Resources Council chaired by HH Sheikh Abdullah Bin Zayed Al Nahyan. • confirmed that discussions regarding a Public-Private-Partnership with Mubadala Health and Mubadala Investments had been initiated for the provision of a UAEU Teaching Hospital and Polyclinic - the Board would be kept fully apprised of further developments. • reported that a Memorandum of Understanding was poised to be signed between the University and Keio University, Japan to establish the 'Sheika Fatima Bint Mubarak Arabic Learning Center at Keio University. • reported that following publication of the QS global University rankings, the University had been ranked 261 globally for 2025 compared with 290 for 2024 and that the University was the only University in UAE to be ranked in all five subject areas according to the QS Subject Rankings 2024. • confirmed that, earlier in the day, the University had received the positive news that it is now among the top ten Universities globally in Sustainable Development Goals and had advanced one hundred

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		<p>positions in The Times Higher Education overall impact rankings, placing the University in the 201 to 300 range globally.</p> <p>After confirming that the meeting was quorate, the Chairman proceeded with the order of business.</p> <p>The Director of Internal Audit joined the meeting.</p>
2.	Induction Session for New Trustees and Board Advisers	<p>The Acting Vice Chancellor and the Director of Internal Audit presented an induction overview of the University for the benefit of the newly appointed Board Trustees and Advisers. It was noted that the recently appointed Trustees and Advisers had already received a comprehensive induction pack from the Board Secretary.</p> <p>The Director of Internal Audit left the meeting.</p>
3.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
4.	Appointment of Vice Chair	The Board of Trustees Resolved to appoint HE Amna Al Dahak Al Shamsi as Vice Chair of the University's Board of Trustees.
5.	Appointment of Chair Finance, Administration and Investment Committee and Committee Members	<p>The Board of Trustees Resolved to appoint the following persons as members of the Finance, Administration and Investment Committee:</p> <p>HE Major General Khalid Al Buainain Al Mazroeu – Committee Chair. HE Mona Al Marri HE Mohamed Al Khoori Prof. Kim Kyung-Soo</p>
6.	Appointment of Chair, Academic and Student Affairs Committee and Committee Members	<p>The Board of Trustees Resolved to appoint the following persons as members of the Academic and Student Affairs Committee:</p> <p>HE Prof. Reyadh Almhehaideb Al Timimi – Committee Chair Lord Prof. Ajay Kakkar HE Aisha Miran Prof. Baron Peter Piot HE Dr Marwan Al Kaabi</p>
7.	Appointment of Chair, Audit and Risk Committee and Committee Members	<p>The Board of Trustees Resolved to appoint the following persons as members of the Audit and Risk Committee:</p> <p>HE Saeed Al Ameri – Committee Chair HE Dr Tariq Bin Hendi</p>

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		HE Tayba Al Hashemi Mr Hamad Al Ameri
8.	Minutes of Meeting No.1 AY 2023/2024	The University Board of Trustees Ratified and adopted the Minutes of meeting no.1 of AY 2023/2024. The Chief Financial Officer joined the meeting.
9.	Ministry of Finance Final Accounts 2023	The Chief Financial Officer presented the Ministry of Finance Final Accounts 2023 which had been submitted to the MOF in May 2024 following After due consideration the Board of Trustees Ratified the Chancellor's approval of the University's Final Accounts for 2023 and their submission to the Ministry of Finance. The Chief Financial Officer updated the Board of Trustees on the progress being made with the audit of the University's financial statements required for accreditation purposes and produced to international accounting standards. After due consideration, the Board of Trustees Resolved to delegate responsibility to the Audit & Risk Committee to review and, once finalized, to endorse the audited financial statements 2023 and further, to delegate the signing of the University's audited IPSAS financial statements 2023 to the Chancellor following endorsement from the Audit and Risk Committee. The CFO left the meeting.
10.	Ratification of Email approval - Annual Report 2023 to the General Secretariat of the Cabinet	The Board Secretary presented the Board of Trustees' Annual Report 2023. After due consideration the Board of Trustees Ratified its Annual Report 2023 to the General Secretariat of the Cabinet and the submission thereof to the Cabinet on 28 March 2024.
11.	UAEU Annual Report for AY 2022/2023	The Board Secretary presented the University's Annual Report 2022/2023 which summarised the UAEU's vision, strategy and institutional purpose, its governance arrangements, global relationships and a range of academic and financial data. After due consideration and discussion, the Board of Trustees Resolved to note the UAEU Annual Report 2022/2023.
12.	Acting Vice Chancellor's Report	The Acting Vice Chancellor presented a report updating the Board on key strategic, stakeholder and operational matters which the Board duly discussed and noted.

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13.	Strategic KPI results 2023.	<p>The Acting Vice Chancellor presented the University's Strategic KPIs, Annual Analysis Report 2023. After due consideration the Board of Trustees noted the Report.</p> <p>The Director of Risk Management Office (RMO) joined the meeting.</p>
14.	Risk Management Update	<p>Mr Fadel presented an Enterprise Risk Management Report outlining the objectives of the RMO, the top fourteen risks, the risk appetite statement approved by the Audit and Risk Committee and the Board of Trustees and certain aspects of the University's approach to Business Continuity planning.</p> <p>After due consideration, the Board of Trustees noted the Enterprise Risk Management Report.</p> <p>The Director of RMO left the meeting.</p>
15 to 20	Academic Matters	<p>The Acting Vice Chancellor presented a range of Academic matters to the Board of Trustees and, following due consideration:</p> <p>The Board of Trustees Ratified the Chancellor's approvals of the BSc in Data Science and AI and the BSc in the Mathematics of Data Science programs.</p> <p>The Board of Trustees Ratified the Chancellor's approval of the University's Academic Calendar 2024/2025.</p> <p>The Board of Trustees Resolved to approve the following:</p> <p>1 – Revisions to the MBA's course delivery structure and tuition fees</p> <p>2 – The introduction of tuition fees for students repeating Undergraduate remedial (Bridging) courses in English and Mathematics</p> <p>3 - Revisions to the Master of Social Work program</p> <p>4 – The accreditation commission at the Ministry of Education to gain equivalency of the Al Ain Arabic Efficiency Test with the MOE's Arabic language test.</p>

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21.	Finance, Procurement and Human Resources By-Laws	<p>The Acting Vice Chancellor outlined the updates which had been made to the Finance, Procurement and Human Resources By-Laws to accommodate new Government laws, Ministry of Finance, Ministry of Education and Federal Authority for Human Resources regulations and the requirements of the Commission for Academic Accreditation.</p> <p>In noting that the revisions to the University's Finance, Procurement and Human Resources By-Laws had already been submitted to the UAE Cabinet, the Board of Trustees Resolved to retroactively approve the aforementioned revised University By-Laws but requested that the topic be included on the agenda for the next meeting of the Board of Trustees for a further review.</p> <p>The CFO rejoined the meeting.</p>
22.	Full Budget 2025	<p>The Chief Financial Officer presented the University's full Budget for 2025 which had been submitted to the Ministry of Finance in May 2024 to comply with MOF submission timeline requirements and the following points were duly noted:</p> <ul style="list-style-type: none"> the Cabinet's decision to increase the 2025 budget ceiling by AED 223.0 from AED 1.324 billion to AED 1.547 billion enabled the budget to be allocated to strategic projects, research and operational commitments much earlier in the year than previously possible. the University was expected to continue to enroll significantly numbers of Undergraduate students for AY 2024/25 (12,693 FTE compared to 11,535 FTE in 2023). The increase in the 2025 Budget Ceiling, effectively an advance on the 2025 Student Funding Formula Difference, would reduce budget and liquidity risk in the future and enable the university to focus more on strategic investment. it was expected that the annual revenue budget will be exceeded due to the expected receipt of the 2025 Student Funding Formula Difference (estimated to be AED 148m). Any unspent funds could now be carried forward, enabling a multi-year approach to strategic expenditure. <p>After due consideration, the Board of Trustees Resolved to retroactively approve the University's full Budget 2025</p>

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		following its submission to the Ministry of Finance earlier in the year.
23.	Q1 2024 Financial Performance	<p>The Chief Financial Officer presented the University's Q1 2024 financial performance, year-end forecast and a review of the Student Financing Scheme and the following points were particular noted:</p> <ul style="list-style-type: none"> • annual revenue targets would be exceeded due to the expected receipt of the 2024 Student Funding Formula Difference. Any unspent funds could now be carried forward which enables a multi-year approach to strategic expenditure. • the new Student Funding Scheme for Federal Higher Education Institutions was still under review by the Ministry of Education (MoE). • University management have established a multi-disciplinary taskforce to provide feedback to the Ministry of Education on the draft guidelines, assess the implications for UAEU and enable forward planning to address the future requirements of the scheme. • UAEU is collaborating with other federal HEIs and the Federal Government to ensure the new scheme achieves its objectives, can be fully implemented locally and supports the financial sustainability of the institutions and their academic programs which are of national importance. <p>After due consideration the Board of Trustees duly noted the University's Q1 2024 financial performance, the year- end financial forecast and the update on the new student funding scheme.</p> <p>The CFO left the meeting.</p>
24	UAEU Student Accommodation	The Acting Vice Chancellor presented proposals for the University to develop and implement a Private-Public-Partnership scheme for the provision of student accommodation (the Scheme).

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		After due consideration, the Board of Trustees, at the request of the Ministry of Finance, Resolved to approve, in principle, the Scheme.
	Closing Remarks	The Chancellor thanked the Board members for their attendance and declared the Board of Trustees' meeting concluded.