

Meeting Minutes of UAEU Board of Trustees
Meeting No.1 of AY 2024/2025

Entity Name	Board of Trustees	Meeting Time	10.00am - 12.00pm
Meeting No.	1 of AY 2024/2025	Meeting Date	18 September 2024
Meeting Chairman	HE. Zaki Nusseibeh	Meeting Place	UAEU Boardroom and via Teams
Decree of Confidentiality	Confidential	Meeting Secretary	Mogamat Ganief Galiel

Board of Trustees			
	Name	Title	Position
1.	HE Zaki Anwar Nusseibeh	Cultural Advisor to His Highness the President of the UAE and Chancellor of UAEU	Chairman
2.	H. Dr. Amna bint Abdullah Al Dahak Al Shamsi	Minister of Climate Change and Environment	Vice Chair
3.	The Right Honourable Professor Lord Ajay Kakkar KG, KBE, PC	Emeritus Professor of Surgery, University College London	Member
4.	HE Saeed Al-Bahri Salem Al-Ameri	Director General - Abu Dhabi Agriculture and Food Safety Authority	Member
5.	HE Tayba Abdulrahim Al Hashmi	CEO, ADNOC Offshore	Member
6.	HE Mona Ghanem Al Marri	Vice Chair and Managing Director, Dubai Media Council and Director General of the Government of Dubai Media Office	Member
7.	HE Major General Khalid Abdulla Al Buainain Al Mazrouei	Chairman, Baynunah Group of Companies	Member
8.	HE Mohammed Haji Al Khouri	Director General, Khalifa bin Zayed al Nahyan Foundation	Member
9.	HE Aisha Abdulla Miran	Director General, the Knowledge and Human Development Authority	Member
10.	HE Dr. Tariq bin Hendi	Senior Partner, Global Ventures and Chair, Edelman Middle East	Member
11.	HE Prof. Riyadh Abdul Latif AlMuhaideb	Member, Board of Trustees of the Institute of Applied Technology	Member
12.	Mr. Hamad Al Ameri	Representative of the Supreme Council for National Security	Member
13.	Ms. Fatima Alhallami	Ms. Fatima Alhallami, Senior Negotiator and Team Lead in the Office of the UAE Special Envoy for Climate Change	Member

External Advisors			
	Name	Title	Position
1.	Prof. Baron Peter Piot	Professor of Global Health and former Director of the London School of Hygiene & Tropical Medicine	External Adviser

External Advisors			
	Name	Title	Position
2.	Dr. Marwaan Al Kaabi	Chief Executive Officer at Sheikh Shakhbout Medical City	External Adviser
3.	Prof. Kyung-Soo Kim	Senior Vice President for Planning and Budget at Korea Advanced Institute of Science and Technology	External Adviser

Attendees via Chancellor Invitation			
	Name	Title	Notes
1.	Professor Ahmed Al Raesi	Acting Vice Chancellor	
2.	Ms. Shamma Al Muhairi	Executive Director: Chancellor Office	
3.	Ms. Noura Al Kuwaiti	Head: Office of Strategic Planning	Present for agenda item 2
4.	Dr. Walid Ibrahim	Director: Office of Institutional Effectiveness	Present for agenda item 6

	Agenda Topic	Discussion
Welcome		The Chairman of the Board of Trustees HE Zaki Nusseibeh, extended a warm welcome to the Members of the Board of Trustees, and its External Advisers.
1. Meeting Administration		
1.1.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
1.2.	Appointment of the Secretary to the Board of Trustees	Based on the recommendation of the Chairman, the Board Resolved to appoint Mr. Mogamat Ganief Galiel as Secretary to the Board of Trustees.
1.3.	Appointment of Ms. Fatima Alhallami to the Finance, Administration & Investment Committee	The Board Resolved to appoint Ms. Fatima Alhallami, the recently appointed youth representative to the Board, to the Finance, Administration & Investment Committee on nomination by the Chairman.
1.4.	Minutes of Meeting No.2 AY 2023/204	The University Board of Trustees Ratified and adopted the Minutes of meeting no.2 of AY 2023/2024 which was held on 12 June 2024.
1.5.	Decision via Circulation – Amendments to the Bachelor of Veterinary Medicine Program	The Board Ratified its decision taken via circulation in July 2024 in respect of the amendments to the Bachelor of Veterinary Medicine program
2. Strategic Oversight		

	Agenda Topic	Discussion
		<p>Prior to discussing the university's semi-annual strategic KPI performance, the Acting Vice Chancellor, Prof. Ahmed Al Raeesi, provided the Board with an overview of several key matters as directed by the Chairman. These topics will be included in the agenda for the Board retreat scheduled for 6 and 7 November 2024:</p> <ul style="list-style-type: none"> • Recruitment of top-quality faculty, • Eradication of unnecessary bureaucracy and red tape, • Increasing the budget allocation for research centers, • Establishing endowed chairs, and • Improving the university's QS and Shanghai rankings.
2.1.	Semi- Annual Strategic KPI Performance	<p>Ms. Noura Al Kuwaiti, Head of the Office of Strategic Planning, presented the university's semi-annual strategic KPI performance.</p> <p>The presentation covered the following key areas:</p> <ul style="list-style-type: none"> • Overall performance of the achieved KPIs, • Indicators related to student success, • Indicators related to research, innovation, and rankings, • Indicators related to societal impact, and • Key insights and future actions. <p>While acknowledging the achievements, the Board emphasized the need for the university to adopt more ambitious targets, particularly concerning:</p> <ul style="list-style-type: none"> • On-time graduation rates, and • Average number of publications per faculty.
2.2.	Prime Minister's Office – Transformation Projects Cycles 02 and 03	<p>Ms. Noura Al Kuwaiti informed the Board that the university had successfully implemented Cycle 02 of the PMO's Transformational Projects. While the projects were executed effectively, their impact will continue to be evaluated over the next two years.</p> <p>She further reported that the projects for Cycle 03 are being finalized in consultation with the PMO, with implementation set to commence in October 2024. The intended Cycle 03 projects are as follows:</p> <ul style="list-style-type: none"> • Industry District 4.0 (fostering innovation, research, and development in the areas of the Fourth Industrial Revolution at UAEU), • UAEU IRC (developing a long-term research collaboration with prominent global research-intensive universities), and • UAEU Sustainability Catalysts (upskilling sustainability competencies of undergraduate and graduate students at UAE University).

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3. Report by the Academic & Student Affairs Committee		
The Committee met on 25 June 2024 and 4 September 2024 and considered the below matters.		
3.1.	New Program: Master of Science in Clinical Research, CMHS	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic & Student Affairs Committee, informed the Board that the Committee has reviewed the proposed new program: Master of Science in Clinical Research. On behalf of the Committee, he recommended that the Board approve the new program, citing its alignment with the university's strategic ambitions and its financial sustainability.</p> <p>The Board subsequently Resolved to approve the Master of Science in Clinical Research, as recommended by the Academic & Student Affairs Committee.</p>
3.2.	New Program: Dual PhD in Chemistry with the University of Groningen, COS	<p>The Committee Chairman informed the Board that the Committee had reviewed the proposed Dual PhD in Chemistry in collaboration with the University of Groningen. He recommended that the Board approve the new program, emphasizing its alignment with the university's strategic ambitions and its financial sustainability.</p> <p>The Board subsequently Resolved to approve the Dual PhD in Chemistry with the University of Groningen, as recommended by the Academic & Student Affairs Committee.</p>
3.3.	Amendments: Doctorate in Business Administration, CBE	<p>The Committee Chairman informed the Board that the Committee had reviewed the proposed amendments to the Doctorate in Business Administration program. He recommended that the Board approve the amendments, noting that they better align the program with the evolving business landscape.</p> <p>The Board subsequently Resolved to approve the amendments to the Doctorate in Business Administration, as recommended by the Academic & Student Affairs Committee.</p>
3.4.	Amendments: Bachelor of Business Administration, CBE	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic & Student Affairs Committee, informed the Board that the Committee had met on 4 September 2024 to consider the proposed amendments to the Bachelor in Business Administration program. He recommended that the Board approve the amendments, which include the introduction of four major choices, as they align the learning outcomes with current business needs.</p>

	Agenda Topic	Discussion
		The Board subsequently Resolved to approve the amendments to the Bachelor in Business Administration program, as recommended by the Academic & Student Affairs Committee.
4. Report by the Audit & Risk Committee		
The Committee met on 5 September 2024 and considered the below matters.		
4.1.	External Auditor Fee Increase for 2023 Audit	<p>The Committee Chairman recommended that the Board approve an increase in the external auditor fee for 2023 by AED 69,400. This fee increase results from the expansion of the audit scope to include the Ministry of Finance's assets valuation project.</p> <p>The Board subsequently Resolved to approve the increase in the external auditor fee for 2023 by AED 69,400, as recommended by the Audit & Risk Committee.</p>
4.2.	Appointment of PwC as External Auditor for the 2024	<p>The Committee Chairman also recommended that the Board reappoint PwC as the external auditor for the 2024 audit. He noted that continuity would ensure the 2024 audited financial statements are ready for presentation to the Board by 31 March 2025.</p> <p>The Board then Resolved to approve the appointment of PwC as the external auditor for the 2024 IPSAS financial statements, as recommended by the Audit & Risk Committee.</p>
4.3.	Risk Management & Internal Audit	The Board also noted the Committee's review of the internal audit and risk management reports, as well as the Committee's recommendation that a fraud risk assessment be conducted by an external consultant as part of the overall risk assessment for the 2025-2027 internal audit plan.
5. Report by the Finance, Administration and Investment Committee		
The Committee met on 11 September 2024 and considered the matter below.		
5.1.	Q2 Financial Performance	<p>Prof. Kyung-Soo Kim, a member of the Finance, Administration & Investment Committee, reported to the Board that the Committee had reviewed the university's financial performance for the second quarter.</p> <p>The Board was informed that revenues and expenditure for the period were consistent with budgetary expectations. Overall, the university's financial position remains healthy.</p> <p>The Board noted the university's financial performance for Q2.</p>

	Agenda Topic	Discussion
6. Other		
6.1.	New Funding Mechanism for Federal HEI	<p>Dr. Walid Ibrahim, Director of the Office of Institutional Effectiveness, presented to the Board an overview of the new funding mechanism for federal higher education institutions.</p> <p>The presentation outlined a comparison between the previous funding formula and the new formula, addressing the following key areas:</p> <ul style="list-style-type: none"> • The internal workings of both formulas, • The anticipated budgetary impact, • The projected impact on student enrollment, and • The expected effects on academic programs. <p>The Board noted that the new formula could potentially lead to the phasing out of underperforming academic programs, which would benefit the university and align with the broader educational objectives of the UAE.</p>