

**Meeting Minutes of UAEU Board of Trustees**  
**Meeting No.3 of AY 2024/2025**

<b>Entity Name</b>	Board of Trustees	<b>Meeting Time</b>	10:00am - 11.30am
<b>Meeting No.</b>	3 of AY 2024/2025	<b>Meeting Date</b>	18 December 2024
<b>Meeting Chairman</b>	HE Zaki Nusseibeh	<b>Meeting Place</b>	UAEU Boardroom and online
<b>Decree of Confidentiality</b>	Confidential	<b>Meeting Secretary</b>	Mogamat Ganief Galiel

<b>Board of Trustees</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
1.	HE Zaki Anwar Nusseibeh	Cultural Advisor to His Highness the President of the UAE and Chancellor of UAEU	Chairman
2.	HE 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 Mona Ghanem Al Marri	Vice Chair and Managing Director, Dubai Media Council and Director General of the Government of Dubai Media Office	Member
6.	HE Tayba Abdulrahim Al Hashmi	CEO, ADNOC Offshore	Member
7.	HE Mohammed Haji Al Khouri	Director General, Khalifa bin Zayed al Nahyan Foundation	Member
8.	HE Aisha Abdulla Miran	Director General, the Knowledge and Human Development Authority	Member
9.	HE Dr. Major General Khalid Abdulla Al Buainain Al Mazrouei	Chairman, Baynunah Group of Companies	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

Board of Trustees			
	Name	Title	Position
13.	Ms. Fatima Alhallami	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
2.	Dr. Marwaan Al Kaabi	Chief Executive Officer at Sheikh Shakhboub 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
1.	Professor Ahmed Al Raeesi	Acting Vice Chancellor
2.	Ms. Shamma Al Muhairi	Executive Director: Chancellor Office

Agenda Topic	Discussion
<b>Welcome</b>	<p>The Chairman of the Board of Trustees, HE Zaki Nusseibeh, welcomed the Members of the Board of Trustees and its External Advisors.</p> <p>The Chairman informed the Board that the United Arab Emirates University (UAEU) achieved notable advancements in its global rankings. It is now ranked 1st in the UAE and 112th globally in the Time Higher Education (THE) Interdisciplinary Science Rankings 2025 and 230th globally in the THE Global University Employability Rankings 2025. UAEU also rose to 2nd in the UAE and maintained 7th in the Arab World in the THE Arab University Rankings 2024, while climbing to 1st in the UAE and 58th in Asia in the QS Sustainability Rankings 2025, improving globally to 343rd from 394th last year.</p> <p>The Chairman informed the Board that he and the Acting Vice Chancellor, Prof. Ahmed Alraeesi, will soon hold a formal meeting with His Highness Sheikh Hazza bin Zayed, the recently appointed Ruler's Representative in Al Ain, to explore opportunities for supporting His Highness's initiatives for Al Ain's growth and development.</p>

Agenda Topic		Discussion
		The Chairman further proceeded to notify the Board that the university has launched a partnership with Microsoft to advance its commitment to AI, focusing on training students, faculty, and staff in emerging AI trends. This initiative fosters innovation, enhances workforce readiness, and supports the UAE's vision for a knowledge-driven economy.
<b>1. Meeting Administration</b>		
1.1.	<b>Meeting Agenda</b>	The Chairman presented the agenda which was approved and adopted.
1.2.	<b>Minutes of Meeting No.2 AY 2024/2025</b>	The Board of Trustees <b><i>Ratified</i></b> and adopted the minutes of meeting no.2 of AY 2024/2025 which was held on 7 November 2024.
<b>2. Acting VC Report and</b>		
2.1.	<b>Acting VC Report June 2024 – December 2024</b>	<p>Prof. Ahmed Al Raeesi presented his report covering the period June 2024 – December 2024. The report highlighted key developments and initiatives advancing UAEU's strategic priorities. The university revised policies to enhance agility and compliance with regulations and updated admission criteria under Ministerial Decree No. 19 to include stricter academic standards.</p> <p>Significant progress was made in research, including partnerships with McGill University, Sun Yat-sen University, and Nanyang Technological University. AED 17.5 million was allocated for upgrading research facilities and supporting research centers starting January 2025. Instructional capacity increased from 16,500 to 21,500 students through classroom mergers and renovations.</p> <p>Global reputation efforts included participation in COP29, hosting the UAEU-SNU Climate Forum, and engaging in key international summits. The university is also developing a Succession Plan in collaboration with the Lee Kuan Yew School of Public Policy and the Mohamed Bin Rashid Center for Leadership Development, with implementation set for April/May 2025.</p>
2.2.	<b>Board Retreat: Outcomes, Recommendations, and Action Plans</b>	Prof. Ahmed Al Raeesi provided the Board with an update on the initiatives and timelines related to the recommendations endorsed at the 7 November 2024 retreat. These initiatives are targeted at improving academic programs, research productivity, faculty recruitment, and rankings and graduate employability.

Agenda Topic		Discussion
		<p>Prof. Ahmed also made special mention of the actions that will seek to improve the university's on-time graduation rates.</p> <p>The Board acknowledged and noted the update.</p>
<b>3. Report by the Academic &amp; Student Affairs Committee</b> <p>The Committee met on 11 December 2024 and considered the matters below.</p>		
3.1.	<b>Mergers of the Departments of Curriculum &amp; Instruction and the Foundations of Education, CEDU</b>	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic &amp; Student Affairs Committee, reported to the Board that the Committee reviewed a proposal to merge the Departments of Curriculum &amp; Instruction, and Foundations of Education into a unified Department of Learning and Educational Leadership. This strategic initiative aims to optimize resources, enhance interdisciplinary collaboration, and align with UAEU's strategic goals, while offering comprehensive programs and fostering impactful research.</p> <p>The Board subsequently <b>Resolved</b> to approve the merger of the Departments of Curriculum &amp; Instruction, and Foundations of Education in the College of Education, to form the Department of Learning and Educational Leadership, as recommended by the Academic &amp; Student Affairs Committee.</p>
3.2.	<b>Academic Calendar 2025 – 2026</b>	<p>The Board <b>Resolved</b> to approve the 2025 - 2026 Academic Calendar, as recommended by the Academic &amp; Student Affairs Committee.</p>
<b>4. Report by the Audit &amp; Risk Committee</b>		
4.1.	<b>Internal Audit Charter</b>	<p>HE Saeed Al-Bahri, Chairman of the Audit &amp; Risk Committee, advised the Board that the Committee via circulation, endorsed the updated Internal Audit Charter, which aligns with the latest global internal audit standards. The proposed updates incorporate provisions to enhance independence and objectivity, while ensuring effective coordination with internal and external assurance and advisory service providers.</p> <p>The Board thereafter <b>Resolved</b> to approve the Internal Audit Charter, as recommended by the Audit &amp; Risk Committee.</p>
<b>5. Report by the Finance, Administration &amp; Investment Committee</b> <p>The Committee met on 11 December 2024 and considered the matters below.</p>		

Agenda Topic		Discussion
5.1.	<b>Policy for Managing UAEU's Liquidity</b>	<p>The Finance, Administration &amp; Investment Committee presented the university's Liquidity Policy which the Committee had endorsed at its meeting.</p> <p>The Policy objectives are to efficiently manage the university's cash resources to support operational and academic goals while ensuring optimal returns on surplus funds.</p> <p>The Board thereafter <b>Resolved</b> to approve the Policy for managing the university's liquidity, as recommended by the Finance, Administration &amp; Investment Committee.</p>
5.2.	<b>Q3 Financial Performance</b>	<p>HE Dr. Major General Khalid Albuainain, a member of the Finance, Administration and Investment Committee, informed the Board that the Committee had also reviewed the university's Q3 financial performance which was aligned with budgetary expectations.</p> <p>The Board noted the update.</p>
<b>6. Cabinet Resolution No.40 of 2024: Concerning the Governance of Board of Directors of Federal Institutions</b>		
		<p>The Board Secretary, Mr. Mogamat Ganief Galiel, provided an overview of Cabinet Resolution No. 40 of 2024, concerning the governance of federal organizations. In terms of Cabinet decree issued in November 2024, the university also needs to comply with this resolution. Key differences between this resolution and Cabinet Resolution No. 55 of 2022, which governs federal higher education institutions, were also outlined.</p>
<b>7. Cabinet Resolution No.41 of 2024: Federal Government Boards of Directors Remuneration System</b>		
		<p>The Board Secretary, Mr. Mogamat Ganief Galiel, informed the Board about Cabinet Resolution No. 41 of 2024, issued by the UAE Cabinet, which establishes a remuneration framework for Boards of Directors of Federal Government entities, replacing Resolution No. 5 of 2007. The resolution emphasizes transparent governance, alignment with federal objectives, and a structured assessment process to ensure accountability and enhance institutional performance.</p> <p>The Board was also briefed on the methodology and process for determining remuneration for each Board member.</p> <p>The presentation was duly noted.</p>
<b>8. Delegation to the Chairman: Approval of the 2024 Final Account for Submission to the UAE Accountability Authority</b>		

Agenda Topic	Discussion
	<p>The Board Secretary informed the Board that, in accordance with governance regulations, the university's 2024 Final Account must be approved and submitted to the UAE Accountability Authority by 27 January 2025.</p> <p>To facilitate timely submission, it was recommended that the Board delegate approval authority to the Chairman, as the next Board meeting is scheduled after the submission deadline.</p> <p>The Board was also advised that the Audit &amp; Risk Committee will meet on 27 January 2025 to review and endorse the Final Account prior to submission.</p> <p>The Board then <b>Resolved</b> to delegate to the Chairman, the authority to approve the university's 2024 Final Account for submission to the UAE Accountability Authority, following its endorsement by the Audit &amp; Risk Committee.</p>
<b>9. Extension of the VC's Appointment Period and Secondment to the Role of Acting Provost</b>	
	<p>The Chairman informed the Board of the extension of the Acting Vice-Chancellor's appointment period to 3 June 2025. This extension ensures continuity of leadership during the critical phase of implementing the university's strategic plan and provides stability as the institution advances toward its goal of ranking among the top 200 universities by 2026.</p> <p>The Chairman also announced the secondment of Prof. Mohsen Sherif, Director of the Research and Sponsored Projects Office, to serve as Acting Provost. This arrangement is intended to provide focused leadership for academic and research affairs.</p>
<b>10. Acting VC Performance Evaluation</b>	
	<p>The Chairman advised the Board of the necessity to evaluate the performance of the Acting Vice-Chancellor for the 2025 calendar year. This evaluation is mandated under Cabinet Resolution No. 40 and aligns with global best practices for institutional leadership.</p> <p>The Board noted the recommended process for conducting the performance evaluation.</p>