

Meeting Minutes of UAEU Board of Trustees
Third Meeting of AY 2022/2023

Entity Name	Board of Trustees	Meeting Time	From: Wednesday 10.00 am to 11.30 am
Meeting No	3 of AY 2022/2023	Meeting Date	14 December 2022
Meeting Chairman	HE Zaki Nusseibeh	Meeting Place	Chancellor's Boardroom UAEU and via Teams
Decree of Confidentiality	Confidential	Meeting Secretary	Ian Barron

University Board of Trustees			
	Name	Title	Position
1.	HE Zaki Anwar Nusseibeh	Chancellor – UAEU	Chairman
2.	HE Dr. Tariq Bin Hendi	Non- Executive Chair, Edelman, Middle East	Member
3.	HE Saeed Al-Bahri Salem Al-Ameri	Director General - Abu Dhabi Agriculture and Food Safety Authority	Member
4.	HE Dr. Abdulla Alkaram	Director General - Knowledge and Human Development Authority	Member
5.	HE Tayba Al-Hashemi	CEO - ADNOC Sour Gas	Member
6	HE Mona Ghanim Al-Marri	Director-General- Government of Dubai Media Office	Member
7	HE Saeed Al-Yateem	Assistant Under Secretary for Resources and Budget- Ministry of Finance	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 KBE, 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

Non-Board Members – Advisors			
	Name	Title	Position
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 Adviser

Apologies			
	Name	Title	Position
1	HE Mariam Bint Mohammed Saeed Hareb Almheiri	Minister of Climate Change & Environment	Member
2.	HE Faisal Al-Bannai	Executive Chairman – EDGE group	Member

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	
4.	Mr. Robert Smith	Chief Financial Officer	Present for agenda item no.9
5	Mr Khalfan Al Dhaheri	Acting Secretary General	Not present for item 10
6	Professor Ahmed Murad	Associate Provost for Research	
7	Professor Suad Almarzooqi	Associate Provost for Student Affairs	

	Agenda Topic	Discussion
	Welcome	<p>The Chairman extended a warm welcome to the Trustees, Advisers and to members of executive management to the meeting. Before proceeding with the meeting's order of business, he:</p> <ul style="list-style-type: none"> looked forward to as many Board Members and Advisers as possible attending, in person, the meetings scheduled for 2023. In that regard, it was noted that the previously scheduled Board meeting on 15 February 2023 would now be held on Wednesday, 22 February 2023. confirmed that, given the success of the Board Retreat in October, the Board will be holding a similar event in 2023 - arrangements and timing to be confirmed in due course. referred to the Hawkamah Report on Board performance self-evaluation and confirmed that the principal recommendations of that Report were currently being carefully considered and that a full report and 'Action Plan' would be made to the Board of Trustees' meeting in February 2023. confirmed that, at the Board meeting in February 2023, a proposal would be made for the establishment of a third Board Committee covering financial, administrative and investment affairs as required by Cabinet Resolution No.55 of 2022 Governance of Federal Higher Education Institutions in the UAE – the drafting of the new Committee's Terms of Reference/Charter and also amendments to the Terms of Reference/Charters of the Audit and Risk and the Academic and Student Affairs

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		<p>Committees, in the light of the Cabinet Resolution, are currently being progressed.</p> <p>When the Charter/Terms of Reference for the 'Financial, Administrative and Investment Affairs Committee' have been finalised, the next step would be to appoint at least three members of the Board as Committee members, one of whom as the Chair.</p> <ul style="list-style-type: none"> • reported that, at the end of semester one of the academic year the UAEU had successfully returned to face- to- face teaching. In accordance with CAA rules we have had almost no online teaching with a few minor exceptions where students or faculty were unwell. This pattern will continue into spring semester, but we will need to take decisions regarding UAEU's appetite for, and interest in, online education. There is no doubt that as technology advances the capabilities of online education will only grow. The University is gradually moving towards co-educational teaching, Medicine and Veterinary Medicine have always been co-educational, the College of Engineering went co-educational at the start of 2021/22 and the College of IT is ready to start co-educational teaching in January 2023. The Chancellor confirmed that the University would continue to take a cautious and gradual approach to co-educational teaching but it was committed to achieving the Ministry's aim of becoming entirely co-educational in time. • referred the meeting to the two papers from HE Dr Mohammed Al-Sheryani which were circulated to Board members on 5 December 2022(they covered proposals for an 'executive action plan' to address the initiatives and projects contained in the University's strategic Plan; a roadmap to identify the needs and involvement of entities inside and outside the UAE; the formation of a Committee to work on an 'executive action plan' and proposals for the award of an Honorary Doctorate in Scientific Research and the creation of a Scientific Chair) and asked the Acting Vice Chancellor to comment on the two papers. <p>The Acting Vice Chancellor confirmed that the University would be accommodating all of His Excellency's observations as part of the combined research strategy and wider strategic plan which was being developed by the Provost; a matter to be considered later in the meeting.</p> <p>The Provost considered the proposal for the University to operate an Honorary Degree program an excellent idea but it would require the development of an appropriate policy and related process.</p> <p>The Chairman considered HE Dr Al Sheryani's proposals to be an excellent example of Board members submitting ideas, proposals etc for review by Executive management and the Board and he strongly encouraged Board members to engage with management in that way.</p>

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		After confirming that the meeting was quorate, the Chairman proceeded with the order of business on the Agenda.
1.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
2.	Minutes of Meeting No.2 AY 2022/2023	The University Board of Trustees <i>Ratified</i> and adopted the Minutes of meeting no.2 of AY 2022/2023.
3.	Progress Report on the further development of the research strategy and action plan and its incorporation into a broader 15/20 year strategy and real estate Master Plan	<p>The Provost reported that, as agreed at the Board Retreat in October, the further development of the research strategy would be incorporated into a broader strategy and real estate Master Plan for the next 15/20 years, with various options and scenarios– a plan to be presented to the Board of Trustees on 22 February 2023.</p> <p>In terms of strategy formulation, key assumptions would have to be made on the growth in the student population; to what extent, if at all, it was strategically and financially desirable for the University to grow its student population given Government funding constraints; the case for growing international student numbers at a faster rate than national students and, as an important source of revenue, the growth in the PhD student population.</p> <p>Other matters with their associated funding implications would need to be reflected in the aforementioned broad strategy and real estate Master Plan – the projection that 80% of the University’s faculty would be ‘research active’ by the end of the 15/20 year plan; the cost and space requirements of providing the required research infrastructure and the desirability of embedding commercial activities alongside research activities as discussed at the Board Retreat in October.</p> <p>In the general discussion which ensued it was agreed that the University should plan to grow its student population but that growth should be targeted at making the University more attractive to future students and at generating revenue. In regard to the latter, a fundraising strategy and a clear plan for attracting research grants were also important elements of the overall strategic planning. It was also agreed that the planning exercise should focus resources on key areas at the outset with the development of an ‘innovation district’ as a catalyst for spinning out research projects for commercial exploitation.</p> <p>Referring to the significant level of funding that would be required to execute the broader strategy and real estate Master Plan, the Chairman commented that, as a potentially promising source of funds, the UAE Government was at an advanced stage of establishing a Research Council although its precise mandate had yet to be finalised.</p> <p>The Chairman thanked the Provost for his update report on the further development of the research strategy and its development into a broader 15/20 year strategy and real estate Master Plan.</p>

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4.	Update on progress made with the two transformational projects approved by the Board of Trustees on 26/27 October 2022 and their submission to the UAE Cabinet.	<p>The Acting Vice Chancellor confirmed that the two M2 projects approved at the Board Retreat in October 2022 (the creation of an Academic Medical Center and the establishment of a Solar Power Plant) were now ready to be submitted to the Prime Minister's Office (PMO). The Provost confirmed that the written submission of the two transformational projects to the PMO reflected the Board's desire that they should be described as a new concept designed to enable the UAE Government to meet its wider social and economic objectives as well as placing the projects in the larger framework of the broader strategy and real estate master plan.</p> <p>It was agreed that the written submission of the two aforementioned projects to the PMO would be circulated to Board members.</p> <p>There followed a discussion on the impact of growing student numbers on the University's key objective of improving its global research ranking; the provision of additional teaching facilities; how teaching was delivered and the employability of the UAEU's graduates. In regard to the latter, whilst the University's management, with the assistance of Board members, was actively engaging with a range of public and private stakeholders, there was a need, fundamentally, to gain a better understanding of the employment intentions of the University's students – to this end it was noted that the Provost had established a Task Force to address this issue and to shed more light on what, realistically, would be a good student employment rate.</p>
5.	Cabinet Resolution No.23/10 of 2022 – Implementation Committee for Federal Higher Education Institutions Governance Resolution	The Acting Vice Chancellor reported that pursuant to Cabinet Resolution No.23/10 of 2022 a Committee had been established of representatives of the three Federal Universities and the Ministries of Education and Finance. The Acting Vice Chancellor confirmed that finalizing the University's revised Academic, Financial, Administrative, Procurement and HR policies in the light of the UAE Cabinet's Resolution on the governance framework for Higher Education published earlier this year, would be deferred pending the first meeting of the Implementation Committee for Federal Higher Education Institutions Governance Resolution.
6.	Faculty Contracts of employment - update	The Acting Vice Chancellor reported that the MoE had made some suggestions regarding the duration of faculty contracts and although the University was still to finalise its response as part of finalizing its academic personnel policy, the University's basic position was that Assistant Professors should be appointed for 4 years not three (they have a 4 year contract now) and for other ranks, more flexibility was required to offer longer term contracts, perhaps up to 10 years for high quality candidates.
7.	UAEU Annual Report 2020/21	The Provost presented the University's draft Annual Report for 2020/2021 and following due consideration the Board of Trustees' Resolved to approve the University's Annual Report 2020/2021. It was noted that, following a limited print run, hard

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		<p>copies would be available for the Board of Trustees' meeting on 22 February 2023.</p> <p>A number of content suggestions were made for including in the Annual Report 2021/2022 and these would be carefully evaluated. It was anticipated that the Annual Report for 2021/2022 would be presented to the Board of Trustees for approval in June 2023.</p>
8.	Academic Matters	<p>HE Dr Abdulla AlKaram, the Chairman of the Academic & Student Affairs Committee (ASAC) informed the Board that, at a meeting of the Committee on 7 December 2022, the Committee had considered three items of academic business for recommending to the Board for approval:</p> <ul style="list-style-type: none"> • The establishment of the Emirates Center for Entrepreneurship Research • An updated, wider scope Intellectual Property Policy, and <p>After due consideration of the proposals, and based on the recommendations of the ASAC, the University's Board of Trustees Resolved to approve:</p> <ol style="list-style-type: none"> 1. The establishment of the Emirates Center for Entrepreneurship Research, and 2. The adoption of an updated, wider scope Intellectual Property Policy aligned to international standards.
9	Report from the Chair of the Audit & Risk Committee – appointment of external Auditor for 2022	<p>Mr Robert Smith joined the meeting.</p> <p>HE Dr Tariq Bin Hendi, the Chairman of the Audit & Risk Committee (ARC) informed the Board that the ARC had, by way of email approval on 13 December 2022, agreed to recommend to the University's Board of Trustees the appointment of PwC as the external auditor of UAEU for 2022. It was noted that there had been a rigorous procurement process which had attracted interest from all the major international forms of auditors and based on the Committee's assessment of the technical and financial evaluations of the submitted tenders, the Committee was formally recommending the Board to appoint PwC as the University's auditors for 2022.</p> <p>After due consideration of the Committee's report, the University's Board of Trustees Resolved to appoint PwC as the University's auditors for 2022 on the terms outlined to the meeting.</p> <p>Mr Robert Smith left the meeting.</p>
10	Appointment of Mr Khalfan Al Dhaheri as permanent Secretary General of UAEU	<p>Mr Khalfan Al Dhaheri left the meeting.</p> <p>After due consideration and noting, in particular, that the administrative issues which had prevented making the Secretary General's Acting appointment a permanent and</p>

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		correctly executed one had now been resolved following the issue of Cabinet Resolution 27/11 of 2022, the University's Board of Trustees Resolved to appoint Mr Khalfan Al Dhaheri as the permanent Secretary General of the University with immediate effect.
	Closing Remarks	The Chancellor thanked the Board of Trustees and Advisers for their attendance and their invaluable contributions over the course of 2022 and declared the Board meeting concluded.