

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

Entity Name	Board of Trustees	Meeting Time	From: Wednesday 10.00 am to 12.30 pm
Meeting No	4 of AY 2022/2023	Meeting Date	22 February 2023
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 Mariam Bint Mohammed Saeed Hareb Almheiri	Minister of Climate Change & Environment	Vice Chair
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 Tayba Al-Hashemi	CEO - ADNOC Marine	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 Baron Peter Piot	Handa Professor of Global Health – London School of Hygiene and Tropical Medicine	External Adviser

Apologies			
	Name	Title	Position
1.	HE Faisal Al-Bannai	Executive Chairman – EDGE group	Member

Apologies			
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2.	HE Dr. Abdulla Alkaram	Director General- Knowledge and Human Development Authority	Member
3.	Professor Elizabeth H. Simmons	Executive Vice Chancellor for Academic Affairs - University of California, San Diego	External Adviser
4.	Mr. Henry Stoeber	President and CEO – Association of Governing Boards of Universities and Colleges	External Adviser

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.12
5.	Mr Khalfan Al Dhaheri	Secretary General	
6.	Professor Ahmed Murad	Associate Provost for Research	
7.	Dr Rashed Alzahmi	Associate Director, Strategy and Future Department	Present for Agenda items 4 to 11 inclusive

	Agenda Topic	Discussion
	Welcome	<p>The Chairman extended a warm welcome to the Trustees, Advisers and to members of the Executive management to the meeting. Before proceeding with the meeting's order of business, he:</p> <ul style="list-style-type: none"> emphasized his desire for as many Board members as possible to attend Board meetings in person and confirmed that a second Board Retreat would be held over 25 and 26 October 2023, with further details being made available in due course. confirmed that the University had attended the World Government Summit held in Dubai the previous week and had signed an MOU with the Ministry of Industry and Advanced Technology to establish the Industrial 4.0 Enablement Center at the University – the Board Secretary would circulate a copy of the MOU, together with a covering summary, to Board members following the meeting. reported that representations were being made to the Cabinet Office to reduce the number of Board of Trustee meetings that Federal Universities were obliged to hold in a calendar year from six to four.

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		<ul style="list-style-type: none"> • updated the Board on the progress being made with the University's movement to co-education; • confirmed that arrangements were in hand for the University to have a vibrant presence at COP28; • reported that adjustments were being made to the admissions criteria to accommodate changes to the EmSAT examination and changes being made to increase the amount of English language education provided to students.
1.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
2.	Minutes of Meeting No.3 AY 2022/2023	The University Board of Trustees Ratified and adopted the Minutes of meeting no.3 of AY 2022/2023.
3.	Academic Matters	<p>In the absence of HE Dr Abdulla AlKaram, the Chairman of the Academic & Student Affairs Committee (ASAC), the Board received a Report from Professor Baron Peter Piot, ASAC member, informing the Board that, at a meeting of the Committee on 21 February 2023, 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 a Human Capital Research Center • A new program proposal – PhD in Environmental Engineering • Name change of Departments in College of Business and Economics <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> <ul style="list-style-type: none"> • The establishment of a Human Capital Research Center • A new PhD program in Environmental Engineering • Name changes of the Departments in the College of Business and Economics <p>The Board noted that the Academic Calendar 2023/2024 was still not available for Board approval pending the conclusion of discussions with the Ministry of Education.</p> <p>Dr Rashed Alzahmi joined the meeting. Professor Baron Peter Piot left the meeting.</p>

	Agenda Topic	Discussion
4.	Report on the current status of research activities and associated challenges	<p>Professor Ahmed Murad presented a Report on the current status of the University's research activities and associated challenges, highlighting, in particular, the University's research productivity and quality, the nature and extent of its internal and external projects and patents, the extent of its internal and external funding and actions to be considered to improve the UAEU's research performance and, after due consideration, the Report was duly noted.</p> <p>There followed a general discussion on research funding and it was agreed that the University should further develop its international collaborations and that, with a view to attracting more funding for research projects, a 'landscape' survey should be undertaken to initially identify and then forge relationships with global institutions seeking to work with the UAE, as many were now doing.</p> <p>It was also noted that the Emirates Research and Development Council had established a significant fund to support UAE 'nation-building' priority project areas – the amount of the Fund had been set but its activation was waiting approval from the UAE leadership.</p> <p>The general consensus of the meeting was that the University's Executive management (supported by Board Trustees where appropriate) should be making a strong, well- structured and forcefully delivered case to Federal Government for additional research funding.</p>
5.	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 2022, the further development of the research strategy had now been incorporated into a broader strategy and real estate Master Plan for the next 15/20 years, with various options and scenarios and the plan was now being presented to the Board of Trustees.</p> <p>After due discussion, the Chancellor thanked the Provost for his very comprehensive Report and suggested that Board members engage with the Provost on a 'one to one' basis as necessary to fully absorb their understanding of its content – the matter would be an agenda item for the Board of Trustees' meeting on 12 April 2023.</p>
6.	Cabinet Resolution No.23/10 of 2022 – Implementation Committee for Federal Higher Education	<p>The Acting Vice Chancellor reported that he had met with the Ministry of Education (MOE) last month to discuss the progress being made by the Implementation Committee established pursuant to the Federal Higher Education Institutions Governance Resolution to formulate the detailed Board governance provisions.</p>

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	Institutions Governance Resolution	The Acting Vice Chancellor confirmed that, following his meeting with the MOE, drafts of the University's revised Financial, Academic Personnel, Procurement and HR policies would be submitted to the MOE by 28 February 2023. It was anticipated that the MOE would be in a position to submit the detailed governance provisions to the Education and Human Resources Council by 31 March 2023 and that the Council's approval of those governance provisions would be secured by the end of June 2023.
7.	Hawkamah Report – principal recommendations/actions	<p>The Chancellor referred to the Hawkamah Report on Board performance which was considered by the Board last October – the Report had recommended the Board to address a number of principal actions and priority areas for improvement. The Chancellor confirmed that the Executive leadership team are proceeding with establishing a management succession plan and that consideration was being given to how best to proceed with instituting a formal Vice Chancellor performance evaluation process. As for the reporting of risk and business continuity planning, the first of a series of comprehensive Board risk strategy and management reports over the course of 2023 would be made to the Board meeting on 12 April 2023.</p> <p>The Board of Trustees discussed and noted the progress being made in addressing the principal recommendations and priority areas for improvement outlined in the Hawkamah Board performance report</p>
8.	Establishment of the Finance, Administration and Investment Committee (FAIC) of the Board, approval of Charter and membership.	<p>The Chancellor reported that it was a requirement for the Board to establish a third permanent Committee of the Board to address financial, administrative and investment affairs and it was noted that a draft Charter/Terms of Reference for this Committee has been made available for to the Board for any comment and approval.</p> <p>The Chancellor remarked that the FAIC, like the Board's two existing Board Committees, had to consist of three members at least from the Board of Trustees. The Chancellor reported that Her Excellency Mona Al Marri and Her Excellency Tayba Al Hashemi had agreed to serve on the Committee, Chaired by HE Mona Al Marri. The appointment of a third member of the FAIC remained under consideration and would be addressed by the FAIC Chair, in conjunction with the Board Secretary.</p> <p>After due consideration, the Board of Trustees Resolved to approve the Charter of the FAIC and the aforementioned membership appointments made so far.</p>

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9	Appointment of Dr Suad Almarzooqi as permanent Associate Provost for Student Affairs	After due consideration and noting, in particular, the Acting Vice Chancellor's summary of Dr Suad Almarzooqi's employment at the University since 2002 and as Acting Associate Provost for Student Affairs for the past six months, the Board of Trustees Resolved to appoint Dr Suad Almarzooqi as the University's permanent Associate Provost for Student Affairs with immediate effect.
10	Report from the Chair of the Audit & Risk Committee	<p>HE Dr. Tariq Bin Hendi, the Chairman of the Audit and Risk Committee (ARC) informed the Board that the ARC had met on 6 February 2023 with an agenda covering financial affairs, enterprise risk management and internal audit.</p> <p>Following the ARC's review of the University's risk profile, the ARC had requested that the employability of the University's graduates be placed as a new, top ranked risk. The ARC had emphasized the importance to the University's reputation of ensuring that UAEU graduates had the necessary skills to succeed in the labor market.</p> <p>The ARC had reviewed the internal audit plan and were comfortable with the progress being made with its implementation.</p> <p>The Board of Trustees duly noted the ARC Chairman's Report.</p>
11	2022 Strategic KPI performance- results and analysis	Dr Rashed Alzahmi presented the University's 2022 strategic KPI performance, highlighting the key results and supporting analysis and the Report was discussed and duly noted.
12	Q4/full year 2022 financial performance	<p>Dr Rashed Alzahmi left the meeting and Mr Robert Smith joined the meeting.</p> <p>The Chief Financial Officer presented the key points of the University's Q4 and full year 2022 financial performance and the following points were duly noted:</p> <ul style="list-style-type: none"> The University received the Student Funding Formula Difference (31m AED) and funding for additional faculty salaries and benefits (9m AED) which resulted in a 40m AED favorable variance to

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		<p>budget for federal funding. This was offset by a shortfall in self-generated revenue (11m AED) meaning the net positive variance was 29m AED which was in accordance with Q3 2022 expectations.</p> <ul style="list-style-type: none"> • There was a 40m AED total favorable variance to budget for expenditure. Expenditure budgets are closely managed to ensure contractual commitments can be funded and any unspent budget applied to Strategic Projects. • The Balance Sheet is consistent with 2021 in relation to Net Assets although the 12m AED reduction reflects a decrease in restricted funds held in trust for research projects plus the difference in surpluses generated in between the two years. <p>The Board of Trustees duly noted the University's Q4/Full year 2022 financial performance.</p>
13	Closing Remarks	The Chancellor thanked the Board of Trustees and Adviser for their attendance and declared the Board meeting concluded.