

**Meeting Minutes of UAEU Board of Trustees**  
**First Meeting of AY 2023/2024**

<b>Entity Name</b>	Board of Trustees	<b>Meeting Time</b>	10.00am
<b>Meeting No</b>	1 of AY 2023/2024	<b>Meeting Date</b>	26 October 2023
<b>Meeting Chairman</b>	HE Zaki Nusseibeh	<b>Meeting Place</b>	Al Wathba Desert Resort and via Teams
<b>Decree of Confidentiality</b>	Confidential	<b>Meeting Secretary</b>	Ian Barron

<b>University Board of Trustees</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
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 Off Shore	Member
6.	HE Dr. Mohammed Ali Al-Sheryani	Director of Community Affairs - Supreme Council for National Security	Member
7.	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
8.	HE Saeed Al-Yateem	Assistant Under Secretary for Resources and Budget- Ministry of Finance	Member
9.	Ms. Amna Al-Shamry Al-Ajmi	Senior Planning Analyst, Employee Engagement - ADNOC Distribution	Member

<b>Non-Board Members – Advisors</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
1.	Professor. Elizabeth H. Simmons	Executive Vice Chancellor for Academic Affairs - University of California, San Diego,	External Advisor

<b>Apologies</b>			
	<b>Name</b>	<b>Title</b>	<b>Position</b>
1	HE Mariam Bint Mohammed Saeed Hareb Almheiri	Minister of Climate Change & Environment	Member
2.	HE Mona Ghanim Al-Marri	Director-General- Government of Dubai Media Office	Member
3.	HE Faisal Al-Bannai	Executive Chairman – EDGE group	Member
4.	Professor Baron Peter Piot	Handa Professor of Global Health – London School of Hygiene and Tropical Medicine	External Adviser

Attendees via Chancellor Invitation			
	Name	Title	Notes
1	Professor Ghaleb Ali Albreiki	Acting Vice Chancellor	
2.	Professor Ahmed Murad	Associate Provost for Research	
3.	Professor Suad Al Marzooqi	Associate Provost for Student Affairs	
4.	Dr. Ahmed Al Nuaimi	Legal Counsel	
5.	Mr. Robert Smith	CFO - UAEU	Present for agenda items 11 and 12
6.	Mr Fadel Al Ameri	Director of Risk Management	Present for agenda item 7

	Agenda Topic	Discussion
	<b>Welcome</b>	<p>The Chairman extended a warm welcome to the Trustees and Advisers to the Board's first meeting of the 2023/2024 academic year. Before proceeding with the meeting's order of business the Chancellor reported that a virtual meeting had taken place on 21 September 2023 with representatives of the University of Cambridge and a representative of the UAE Ministry of Foreign Affairs to explore opportunities for research collaboration between the Universities. Topics discussed included developing a strategic partnership with the University of Cambridge aimed at cancer research capacity building and opportunities for advancing the field of oncology in several areas, including medical professional education, healthcare delivery and cutting-edge research. During discussions, it had been noted that the University of Cambridge had managed to raise substantial funding from various stakeholders to establish their Cancer hospital and continued to seek further funding to complete their target.</p> <p>After confirming that the meeting was quorate, the Chairman proceeded with the order of business.</p>
1.	<b>Meeting Agenda</b>	The Chairman presented an amended agenda reflecting the withdrawal of agenda item 5 relating to the ratification of Board members' prior email approvals to appoint a new Dean, College of IT – after due consideration the amended agenda was approved and adopted.
2.	<b>Minutes of Meeting No.6 AY 2022/2023</b>	The University Board of Trustees <b>Ratified</b> and adopted the Minutes of meeting no.6 of AY 2022/2023.
3 and 4	<b>Ratification of email approvals</b>	The University's Board of Trustees <b>Ratified</b> the unanimous decisions taken by way of email approvals from the Board of Trustees approving the exemption of the NSSTC from certain provisions of the Federal Government's procurement policy and revisions to the Academic Calendar 2023/2024.
6	<b>Acting Vice Chancellor's Report</b>	The Acting Vice Chancellor presented a report updating the Board on key strategic, stakeholder and operational matters and the following points were highlighted:

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		<ol style="list-style-type: none"> <li>1. In noting that the preferred candidate for appointment as Dean, College of IT had surprisingly withdrawn his interest in the position after having, in principle, accepted the University's offer, it was agreed that HE Dr Abdulla Alkaram should contact the candidate directly to gain a greater understanding of his reasons for the late withdrawal of interest and the Board would then discuss the situation further following that conversation.</li> <li>2. Boyden had been appointed to search for the Deans of the Colleges of Medicine and Health Sciences and Agriculture – it was anticipated that a long list of candidates would be available for review within four/five weeks.</li> <li>3. The University had received accreditation approval from WSCUC on 31 August 2023 to offer on-line, distance education programs.</li> <li>4. The enrolment of Master's and Doctorate students had shown significant increases over the period 2019 to 2023. The Acting Vice Chancellor would be providing more detailed data as regards the numbers of applications and acceptances underpinning these student enrolments.</li> <li>5. Following the CAA's review of the Board approved interdisciplinary program 'Bachelor of Science in Data Science', the CAA had revealed that the structure of the program was not aligned with the Ministry of Education's program registration system and consequently had recommended splitting the three subject 'concentrations' into stand-alone programs. After due consideration, the Board agreed that the CAA should be re engaged on the matter and pressed to accept the structure of the multidisciplinary program as approved by the Board. The Acting Vice Chancellor was requested to report back to the Academic and Student Affairs Committee following the further discussions with the CAA.</li> <li>6. The significant cash flow and faculty recruitment challenges of working within the UAE Ministry of Finance's budget ceiling financing structure at a time when the University had admitted c.1,000 more undergraduate students in 2023/2024 compared with its intake in 2022/2023 was duly discussed. It was noted that the University had lodged an official request at the MOF to raise the budget ceiling and it was agreed that that this written submission should be followed up by 'in person' meetings with the MOF in making the University's case. The Board noted the Acting Vice Chancellor's confirmation that no changes had been made to the University's undergraduate student admissions criteria and that the new student funding mechanism, when introduced, would help alleviate the funding situation.</li> </ol>

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7	<b>Risk Management Update</b>	<p>Mr Fadel Al Ameri joined the meeting</p> <p>Mr Fadel presented the meeting with an update report on the University's Enterprise Risk Management strategy, risk profile and risk appetite.</p> <p>After due consideration, the Board of Trustees duly noted the Risk Management Update Report.</p> <p>Mr Fadel Al Ameri left the meeting.</p>
8.	<b>Draft new UAEU Federal Law</b>	<p>The Acting Vice Chancellor presented a draft of the new Federal UAEU Law emphasizing that the new law reflected the provisions of Federal Decree Law No.48 of 2021 and Cabinet Resolution No. (55) of 2022 'Governance of Federal Higher Education Institutions in the UAE'.</p> <p>After due consideration, the Board of Trustees endorsed the new draft Federal UAEU Law, subject to approvals from the UAE Cabinet and the Ministry of Presidential Affairs.</p>
9.	<b>Academic Matters</b>	<p>HE Dr Abdulla AlKaram, the Chairman of the Academic &amp; Student Affairs Committee (ASAC) informed the Board that, at a meeting of the Committee on 6 October 2023, the Committee had considered three items of academic business for recommending to the Board for approval - a new Master's program in Gifted and Talented Education, the establishment of the Mouza Bint Suhail Center for Exceptional Children and a change in fees for the College of Education's Master's degree courses.</p> <p>After due consideration of the proposals, and based on the recommendations of the ASAC, the University's Board of Trustees <b>Resolved</b> to approve:</p> <p><b>1</b> – a new Master's program in Gifted and Talented Education,</p> <p><b>2</b> – the establishment of the Mouza Bint Suhail Center for Exceptional Children, and</p> <p><b>3</b> – a change in fees for the College of Education's Master's degree courses.</p> <p>After due consideration, the Board agreed that, from hereon, all potential partnerships with academic institutions were to be presented to and discussed with the ASAC before any MOU or any other form of commitment was entered into by the University.</p> <p>Acting on the ASAC's recommendation, the Board also agreed that, in forming academic collaborations, it was a strategic imperative for the University to partner with academic institutions more highly ranked than the UAEU and possessing strong research credentials. In that regard, the Board agreed that Executive management should give some thought to establishing a policy governing the basis on which the</p>

	Agenda Topic	Discussion
		<p>University engaged on pure academic collaborations with other academic institutions.</p> <p>In conclusion, the Board requested that a draft policy be presented to it at the earliest opportunity outlining the criteria to be used and the conditions to be attached to entering into MOUs, together with an MOU approval authority matrix.</p>
10	<b>Report from The Chair of the Audit &amp; Risk Committee</b>	<p>HE Dr. Tariq Bin Hendi, the Chairman of the Audit and Risk Committee (ARC) informed the Board that the ARC had met on 19 October 2023 with an agenda covering the draft audited IPSAS financial statements 2022, a risk management update, the re appointment of the University's external auditor and the internal audit program.</p> <p>In reviewing the internal audit plan the ARC had expressed concern regarding the level of outstanding student receivables and had requested a full remediation plan from management in this regard. Whilst noting the significant progress which had been made in securing VAT refunds, the ARC, cognizant of the University's acute liquidity position, had directed the University's Chief Financial Officer to expedite the recovery of the remaining VAT refunds.</p> <p>After due consideration, the University's Board of Trustees duly noted the ARC Chairman's Report.</p>
11.	<b>Q3 2023 financial performance</b>	<p>Mr Robert Smith joined the meeting.</p> <p>The Chief Financial Officer presented the key points of the University's Q3 2023 financial performance and the following highlights were duly noted:</p> <ul style="list-style-type: none"> <li>• The University had enrolled significantly more undergraduate students for AY 2023/24, creating a lag in the timing of funding to match the corresponding increase in expenditure to service the additional students.</li> <li>• Liquidity remained a major challenge in paying suppliers on a timely basis due to the ongoing impact of constrained Federal funding. Further efforts to improve liquidity included the continued pursuit of the remaining VAT refunds for prior periods, further requests for additional federal funding, including an increase in the ceiling budget, and a renewed focus on collecting aged student receivables.</li> <li>• It was expected that annual revenue targets will be exceeded due to the expected receipt of the Student Funding Formula Difference . Any unspent funds can be carried forward but are accessible too late in the year to fund essential expenditure. Once funding for additional revenue could be relied upon through an increase in the ceiling then additional budget could be awarded for Strategic Projects, Research and operational needs at</li> </ul>

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		<p>the beginning of the year, thus avoiding delays and liquidity stress.</p> <p>After due consideration, the University's Board of Trustees duly noted the Q3 2023 financial performance.</p>
12	<b>Audited financial statements 2022</b>	<p>The Chief Financial Officer presented the University's draft audited IPSAS financial statements for the year ended 31 December 2022 and the following points were duly noted: The final draft audited IPSAS financial statements for 2022 had been subject to material accounting adjustments from the draft presented to the Board on 14 June 2023 owing to changes in the technical accounting treatment of the University's infrastructure assets The financial statements, with an unqualified opinion from PwC, the external auditor, had been endorsed by the Audit &amp; Risk Committee (ARC) at a meeting held on 19 October 2023.</p> <p>Based on the recommendation of the ARC, the University's Board of Trustees <b>Resolved</b> to approve the audited IPSAS financial statements for the year ended 31 December 2022.</p> <p>Mr Robert Smith left the meeting.</p>
13	<b>Appointment of External Auditor for 2023</b>	<p>HE Tariq Bin Hendi informed the Board that at a meeting of the Audit and Risk Committee held on 19 October 2023 the ARC had agreed to recommend to the University's Board of Trustees the re appointment of PwC as the University's external auditor for 2023 as an extension of the current contract between the University and PwC.</p> <p>After due consideration of the ARC's recommendation, the University's Board of Trustees <b>Resolved</b> to re appoint PwC as the University's external auditor for the financial year ending 31 December 2023.</p>
	<b>Closing Remarks</b>	<p>The Chancellor thanked the Board of Trustees and Advisers for their attendance and their invaluable contributions and declared the Board of Trustees' meeting concluded.</p>