

Meeting Minutes of UAEU Board of Trustees
Meeting No.2 of AY 2024/2025

Entity Name	Board of Trustees	Meeting Time	09.00am - 2.30pm
Meeting No.	2 of AY 2024/2025	Meeting Date	7 November 2024
Meeting Chairman	HE Zaki Nusseibeh	Meeting Place	Park Hyatt, Saadiyat Island, Abu Dhabi
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.	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 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

Board of Trustees			
	Name	Title	Position
12.	Mr. Hamad Al Ameri	Representative of the Supreme Council for National Security	Member
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.	Dr. Marwaan Al Kaabi	Chief Executive Officer at Sheikh Shakhbout Medical City	External Adviser
2.	Prof. Kyung-Soo Kim	Senior Vice President for Planning and Budget at Korea Advanced Institute of Science and Technology	External Adviser

Apologies			
	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

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.	Prof. Mohsen Sherif	Director of Research and Sponsored Projects Office	Present for agenda items 2.1; 2.2. and 2.3.
4.	Prof. Sulaiman Al Zuhair	Asst. Dean Research and Graduate Studies	Present for agenda item 2.4.

	Agenda Topic	Discussion
	Welcome	The Chairman of the Board of Trustees, HE Zaki Nusseibeh, welcomed the Members of the Board of Trustees and its External Advisers. He outlined the primary objective of the meeting as a strategic review of the UAEU's future direction, particularly as the university approaches its 50th anniversary in 2026.

	Agenda Topic	Discussion
		The Chairman further advised the Board that the primary agenda items would focus on positioning the UAEU among the world's top 200 universities through strategic initiatives in academic programs, research productivity, faculty recruitment, and global rankings.
1. Meeting Administration		
1.1.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
1.2.	Minutes of Meeting No.1 AY 2024/2025	The Board of Trustees Ratified and adopted the minutes of meeting no.1 of AY 2024/2025 which was held on 18 September 2024.
2. Strategic Review		
2.1.	Academic Programs: Current Status and Future Needs	<p>Prof. Ahmed Al Raeesi and Prof. Mohsen Sherif provided a comprehensive review of the university's academic programs, highlighting the current offerings, including 50 undergraduate, 41 master's, and 26 Ph.D. programs, alongside 33 minors.</p> <p>The Board was informed that the viability of these programs had been assessed based on enrolment, employability, and alignment with the UAE's strategic goals. This evaluation identified programs at risk of suspension or requiring revamp. The presentation further emphasized the importance of introducing cross-disciplinary programs and new minors that align with national priorities and emerging market needs.</p> <p>Recommendations included implementing program improvement plans, fostering cross-college collaboration, and enhancing advising to support student retention and internal transfers. These measures aim to ensure the academic portfolio remains competitive, relevant, and sustainable.</p> <p>After considering the presentation as further discussion, the Board Resolved to endorse the recommendations to ensure that university program offerings remain viable and aligned with the UAE's strategic goals.</p>
2.2.	Research Quality and Productivity: A Futuristic Vision	Prof. Mohsen Sherif presented UAEU's advancements in research productivity and quality, highlighting a 125% increase in SCOPUS publications since 2019, with 69.2% published in top-tier journals by 2024. He also noted significant growth in the number of patents filed and granted, with several projects under consideration for commercialization.

	Agenda Topic	Discussion
		<p>The Board was informed that recommendations to enhance the university's research quality and productivity include prioritizing research-active faculty through reduced workloads and strategic hiring practices. Further recommendations emphasize enhancing research infrastructure by acquiring critical equipment and establishing advanced laboratories. Strengthening research centres through productivity evaluations and fostering strategic collaborations was also proposed. Additional focus is placed on increasing research visibility through high-impact publications, media campaigns, and international partnerships, alongside advancing translational research and promoting interdisciplinary innovation.</p> <p>After considering the presentation and after further deliberations, the Board Resolved to endorse the recommendations to enhance the university's research quality and productivity.</p>
2.3	Faculty Classification and Recruitment	<p>Prof. Mohsen Sherif presented an overview of the current faculty classification, retention, and recruitment framework, emphasizing the need for clear faculty categorization to optimize contributions to teaching, research, and service. The proposed classification system divides faculty into teaching, general, and research tracks, with workloads aligned to their specific expertise. The anticipated benefits include enhanced job satisfaction, improved research outputs, and more balanced workloads.</p> <p>The Board was informed that recommendations to enhance faculty classification and recruitment include developing a clear matrix that incorporates faculty rank, publications, citations, and funding, tailored to both STEM and non-STEM disciplines. Emphasis was placed on retaining and recruiting research-active faculty with strong profiles and industry connections, while fostering a supportive research environment. Priority should be given to hiring in thematic areas aligned with national priorities, such as artificial intelligence and sustainability. Additional recommendations include streamlining the recruitment process, enhancing administrative and technical support, and regularly reviewing faculty classifications to ensure alignment with evaluation and promotion criteria.</p> <p>After considering the presentation and after further deliberations, the Board Resolved to endorse the recommendations in respect of faculty classification and recruitment.</p>
2.4.	University Ranking and Employability	<p>Prof. Sulaiman Al Zuhair provided an overview of UAEU's progress in global university rankings and outlined strategies for further improvement. UAEU has achieved significant advancements, ranking 261 in QS and 251 in THE rankings,</p>

	Agenda Topic	Discussion
		<p>with inclusion in subject-specific and Shanghai rankings. Key areas of focus include academic and employer reputation, research output, and faculty-student ratios.</p> <p>To secure UAEU's position among the top 200 global universities within the next 2-3 years, it was recommended to prioritize recruiting top-tier researchers to enhance research output and reputation, strengthen alumni engagement through improved communication and a comprehensive database, and enhance university and faculty web pages to effectively showcase academic achievements. Additional actions include conducting workshops on ranking methodologies, boosting international student recruitment, and fostering tailored employer relations alongside stronger industry partnerships to enhance graduate employability.</p> <p>After considering the presentation and after further deliberations, the Board Resolved to endorse the recommendations to secure the UAEU's place among the top 200 global universities within the next 2-3 years.</p>
3. Report by the Academic & Student Affairs Committee The Committee met on 30 October 2024 and considered the matters below.		
3.1.	Amendments: Doctor or Medicine Program, CMHS	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic & Student Affairs Committee, reported to the Board that the Committee had thoroughly reviewed the proposed amendments to the Doctor of Medicine Program. On behalf of the Committee, he recommended the Board's approval of the amendments, highlighting their alignment with advancements in medical education and the evolving healthcare needs of the UAE. He further emphasized that the proposed changes would enhance graduates' preparedness to address the increasing complexity of healthcare demands in the region.</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 Environmental Engineering with McGill University and KU Leuven, COE	<p>The Committee Chairman informed the Board that the Committee had reviewed the proposed Dual PhD in environmental Engineering in collaboration with the McGill University and KU Leuven. 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 Environmental Engineering with McGill University and KU Leuven, as recommended by the Academic & Student Affairs Committee</p>

	Agenda Topic	Discussion												
3.3.	New Program: Master of Science in Forensic Science, COS	<p>The Committee Chairman informed the Board that the Committee had reviewed the proposed new program Master of Science in Forensic Science. He further informed the Board, that it is an interdisciplinary program combining coursework, thesis research, and hands-on training. With cutting-edge labs and partnerships with UAE law enforcement, it addresses national demand for forensic scientists, enhancing job readiness and aligning with UAEU’s strategic goals for academic and market impact.</p> <p>The Board subsequently Resolved to approve the Master of Science in Forensic Science, as recommended by the Academic & Student Affairs Committee.</p>												
3.4.	University Fees for Issuance and Extraction of Documents for Students	<p>The Board Resolved to approve the fees for the issuance and extraction of documents for students, as recommended by the Academic & Student Affairs Committee.</p> <table><tr><th>Document/Service</th><th>Fees (AED) (VAT Exclusive) قيمة الرسم (بالدرهم) (غير شاملة ضريبة القيمة المضافة)</th></tr><tr><td>Service for issuing a university ID card (replacement for lost card)</td><td>50</td></tr><tr><td>Certified graduation certificate (printed copy – fees for one copy)</td><td>25</td></tr><tr><td>Academic record for graduates, dismissed students, and withdrawn students (printed copy – fees for one copy)</td><td>30</td></tr><tr><td>Service for modifying graduate data</td><td>60</td></tr><tr><td>University certificate {framed certificate} (printed copy – fees for one copy)</td><td>50</td></tr></table> <p>The fees collected will be recorded in the Students Welfare Fund.</p>	Document/Service	Fees (AED) (VAT Exclusive) قيمة الرسم (بالدرهم) (غير شاملة ضريبة القيمة المضافة)	Service for issuing a university ID card (replacement for lost card)	50	Certified graduation certificate (printed copy – fees for one copy)	25	Academic record for graduates, dismissed students, and withdrawn students (printed copy – fees for one copy)	30	Service for modifying graduate data	60	University certificate {framed certificate} (printed copy – fees for one copy)	50
Document/Service	Fees (AED) (VAT Exclusive) قيمة الرسم (بالدرهم) (غير شاملة ضريبة القيمة المضافة)													
Service for issuing a university ID card (replacement for lost card)	50													
Certified graduation certificate (printed copy – fees for one copy)	25													
Academic record for graduates, dismissed students, and withdrawn students (printed copy – fees for one copy)	30													
Service for modifying graduate data	60													
University certificate {framed certificate} (printed copy – fees for one copy)	50													
4. Report by the Audit & Risk Committee														
The Committee met on 1 October 2024 and considered the matters below.														
4.1.	2023 Audited IPSAS Financial Statements	<p>HE Saeed Al-Bahri, Chairman of the Audit & Risk Committee, advised the Board that the Committee reviewed the 2023 audited financial statements management letter observations. He further informed the Board that PwC as the external auditor had issued an unqualified opinion.</p> <p>The Board Resolved to approve the audited 2023 IPSAS financial statements, as recommended by the Audit & Risk Committee.</p>												
4.2.	External Auditor Fee for 2024 Audit	<p>The Board Resolved to approve PwC’s audit fee for the 2024 audit of AED 243,000 (excluding VAT), as recommended by the Audit & Risk Committee.</p>												

	Agenda Topic	Discussion
5. Other		
5.1.	Finance, Administration and Investment Committee	<p>The Board <i>Resolved</i> to appoint HE Mohammed Al Khouri to the position of Chairman of the Finance, Administration and Investment Committee. In addition to the Chairman, the Committee members are:</p> <ol style="list-style-type: none"> 1. HE Major General Khalid Al Buainain 2. HE Mona Al Marri, 3. Ms. Fatima Alhaleem, and 4. Prof. Kim Kyung-Soo