

Meeting Minutes of UAEU Board of Trustees
Meeting No.4 of AY 2024/2025

Entity Name	Board of Trustees	Meeting Time	10:00am - 12.00pm
Meeting No.	4 of AY 2024/2025	Meeting Date	30 January 2025
Meeting Chairman	HE Zaki Nusseibeh	Meeting Place	UAEU Boardroom and online
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 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	Executive Director: Arab Youth Centre	Youth 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 Alraeesi	Acting Vice Chancellor
2.	Ms. Shamma Al Muhairi	Executive Director: Chancellor Office
3.	Dr. Addel Alameri	Director: Strategy & Future Department (Present for agenda item 2)
4	Prof. Mohsen Sherif	Acting Provost (Present for agenda item 3)

Agenda Topic	Discussion
Welcome	<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 proceeded to provide the Board with the following updates:</p> <ul style="list-style-type: none"> • <i>Collaboration with the Diwan of His Highness Sheikh Hazza bin Zayed Al Nahyan- Ruler's Representative in Al Ain Region</i> <ul style="list-style-type: none"> ◦ A dedicated Advisory committee from different colleges has been established to support development projects in Al Ain. • <i>Leadership Updates</i>

Agenda Topic		Discussion
		<ul style="list-style-type: none"> ○ Prof. Ahmed will now focus solely on his role as Acting Vice Chancellor. ○ Dr. Rami Beraim has been appointed as Acting Associate Provost for Research to ensure continuity in research leadership. • <i>National Initiatives</i> <ul style="list-style-type: none"> ○ Year of Community 2025: UAEU will launch various events and programs to engage students, faculty, and the wider Al Ain community. ○ Emirati Education Day (28 February): UAEU will host a formal program on 26 February, with Board members invited to participate. • <i>Scientific & Research Achievements</i> <ul style="list-style-type: none"> ○ Successful launch of Al Ain Sat-1, demonstrating the UAEU's growing prominence in scientific research and technological innovation. • <i>Agricultural Innovation</i> <ul style="list-style-type: none"> ○ Establishment of the Agricultural Experts Council to connect local farming expertise with academic research and student-led initiatives. • <i>Strategic Partnerships</i> <ul style="list-style-type: none"> ○ MoU signed with the Great Arab Minds Initiative to foster innovation and recognize top Arab talents across multiple disciplines. • <i>UAEU Teaching Hospital Project</i> <ul style="list-style-type: none"> ○ A meeting with Mubadala is scheduled for 17 February to present the project and seek endorsement before securing government support. • <i>Academic Excellence</i> <ul style="list-style-type: none"> ○ College of Business & Economics improved its Times Higher Education subject ranking from 176-200 to 151-175 in 2025. ○ Research output in 2024 included 2081 publications, with 76% in Q1 journals. • <i>Accreditation Update</i> <ul style="list-style-type: none"> ○ WASC accreditation visit scheduled for 19-21 February 2025 as part of the reaffirmation process. ○ Board members and committee chairs will engage with WASC representatives to discuss UAEU's strategic direction.
1. Meeting Administration		
1.1.	Meeting Agenda	The Chairman presented the agenda which was approved and adopted.
1.2.	Minutes of Meeting No.3 AY 2024/2025	The Board of Trustees <i>Ratified</i> and adopted the minutes of meeting no.3 of AY 2024/2025 which was held on 18 December 2024.

Agenda Topic		Discussion
1.3.	Ratification: Decision via Circulation – Stem Cell Research Center	The Board of Trustees <i>Ratified</i> the decision taken via circulation on 24 January 2025 to approve the establishment of the Stem Cell Research Centre.
2. Strategy		
2.1.	2024 Annual Strategic KPI Performance	<p>Dr. Addel Alameri, Director of the Strategy & Future Department, presented the Annual Strategic KPIs (SKPIs) Analysis Report for 2024, providing an assessment of the university's performance against key strategic objectives.</p> <p>The Board noted that the UAEU surpassed the set targets in the following areas:</p> <ul style="list-style-type: none"> • On-time graduation rates for doctoral programs, • Student employment rate within 9 months of graduation, • Percentage of programs with international accreditation, • Percentage of Expenditure on Research and Development • Average number of research publications and citations per faculty • Publications in Top 10% Citation Percentile • Total number of patents granted, and • The Time Higher Education and QS rankings. <p>Dr. Addel also outlined the underlying reasons and prioritized corrective actions for the following SKPIs that fell short of their targets:</p> <ul style="list-style-type: none"> • Overall on-time Graduation Rates for Bachelor Programs • Overall on-time Graduation Rates for Master Programs • Students Happiness with the Academic Experience • Fall to Fall Students Attrition Rate • Annual Reduction in Carbon Footprint of the Campus <p>The Board noted the report and emphasized the importance of timely and effective corrective actions in addressing performance gaps.</p>
2.2.	Board Retreat: Outcomes, Recommendations, and Action Plans	Dr. Addel Alameri presented the 2027–2031 Strategic Cycle Communication Plan, outlining management's planned proactive engagement with the Board in drafting the university's next strategic plan (2027 -2031). The Plan aims to ensure stakeholder alignment, transparency, and broad engagement with UAEU's institutional vision.
3. Regulatory & Compliance Matters		

Agenda Topic		Discussion
3.1.	New Admission Criteria and Expected Impact	<p>Prof. Mohsen Sherif, Acting Provost, briefed the Board on the revised UAEU admission criteria, which will take effect in Spring 2025 in accordance with Ministerial Decree No. (19) of 2024.</p> <p>Key changes include the removal of minimum high school score requirements, with admission requirements now varying by colleges based on specific subject-based criteria. The revised criteria are anticipated to significantly increase student enrollment, impacting faculty workload and student-faculty ratios.</p> <p>Prof. Mohsen further informed the Board that measures to address these impacts include faculty recruitment, optimized resource allocation, enhanced academic advising, and expanded student housing capacity.</p> <p>The Board noted the presentation.</p>
3.2.	Ministry of Higher Education: Outcome-based Evaluation Framework	<p>Prof. Mohsen Sherif informed the Board of the Ministry of Higher Education and Scientific Research's Outcome-Based Evaluation Framework, which assesses university performance based on six key outcomes: Employment (25%), Learning (25%), Industry Collaboration (20%), Research (15%), Reputation (10%), and Community Engagement (5%). Each outcome is measured through specific Key Performance Indicators (KPIs) such as employment rates, external validation of learning, industry partnerships, research impact, and global rankings.</p> <p>Prof. Mohsen also advised the Board that based on a simulation, the UAEU performed well in respect of the Framework.</p>
4. Report by the Academic & Student Affairs Committee <p>The Committee met on 16 January 2025 and considered the matter below.</p>		
4.1.	Revisions to the General Education Program	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic & Student Affairs Committee, reported to the Board that the Committee reviewed the revisions to the General Education Program are in response to the Commission for Academic Accreditation (CAA) directive issued in June 2024. The CAA directive outlined the following requirements for the revised program:</p> <ul style="list-style-type: none"> • Inclusion of mandatory courses on Emirati Studies and advanced language skills (English for programs taught in English, Arabic for programs taught in Arabic); and • Integration of themes such as innovation, entrepreneurship, and sustainability within core courses.

Agenda Topic		Discussion
		<p>The expected learning outcomes of the reformed program, emphasizing the development of essential competencies, including:</p> <ul style="list-style-type: none"> • Pride in UAE National Identity, • Effective communication, • Innovative problem-solving, • Entrepreneurial skills, and • Sustainability awareness. <p>The Board thereafter Resolved to approve the revisions to the General Education Program as recommended by the Academic & Student Affairs Committee.</p>
5. Report by the Audit & Risk Committee <p>The Committee met on 23 January 2025 and considered the matters below.</p>		
5.1.	2024 Final Account	<p>HE Saeed Al-Bahri, Chairman of the Audit & Risk Committee, informed the Board that during its meeting on 23 January 2025, the Committee reviewed and endorsed the UAE University's Financial Statements for the Fiscal Year 2024. These statements were prepared in accordance with the Federal Government Accounting Standards (FGAS).</p> <p>Following the Committee's endorsement, the Financial Statements were duly approved by the Chairman under delegated authority from the Board and subsequently submitted on time to the Ministry of Finance and the UAE Accountability Authority.</p> <p>The Board noted the 2024 Final Account as shared via Convene.</p>
5.2.	External Auditor – 2024 IPSAS Accounts	<p>HE Saeed Al-Bahri informed the Board that the Committee had endorsed the appointment of KPMG as the external auditor for the Fiscal Year 2024. The audit will cover Financial Statements prepared in accordance with Federal Government Accounting Standards (FGAS), International Public Sector Accounting Standards (IPSAS), and compliance with Internal Control over Financial Reporting (ICFR), with a particular emphasis on the timely delivery of the audit report. The agreed audit fee is AED 760,000.00 (excluding VAT).</p> <p>The Board thereafter Resolved to approve on the recommendation of the Audit & Risk Committee, the appointment of KPMG as the external auditor for the 2024 financial statements and that the audit fee will be AED 760,000.00 (excluding VAT).</p>

Agenda Topic		Discussion
		<p>The Committee Chairman, further informed the Board that, during its meeting, the Committee reviewed and followed up on the following matters:</p> <ul style="list-style-type: none"> • The status of corrective actions from prior audits; • Strategic risk indicators, including the fraud risk assessment project; and • The implementation of the 2024 internal audit plan, as well as the approval of the 2025–2026 internal audit plan by the Committee.
6. Report by the Finance, Administration & Investment Committee		
6.1.	Investment Policy	<p>The Chairman informed the Board that the Finance, Administration & Investment Committee had reviewed the UAEU Investment Policy via circulation and recommended its approval by the Board.</p> <p>The Investment Policy applies to all institutional funds, including endowments, donations, philanthropic income, reserves, and externally managed funds designated for academic or research purposes. Its primary objective is to establish clear guidelines for managing these resources to ensure financial sustainability, maximize returns, and align with the university's strategic objectives.</p> <p>The Board then Resolved to approve the Investment Policy as recommended by the Finance, Administration & Investment Committee.</p>
6.2.	Succession Policy	<p>The Chairman informed the Board that the Finance, Administration & Investment Committee had reviewed the UAEU Succession Policy via circulation and recommended its approval by the Board.</p> <p>The Succession Policy applies to all senior leadership roles, including the Vice Chancellor, Deans, and Directors. It is designed to ensure a seamless leadership transition in alignment with the university's strategic vision and Emiratization goals. The policy's primary objective is to develop and retain a pipeline of high-potential Emirati and non-Emirati talent for key positions, supporting national workforce priorities and fostering institutional excellence.</p> <p>The Board then Resolved to approve the Succession Policy as recommended by the Finance, Administration & Investment Committee.</p>

Agenda Topic		Discussion
7. Talent Management		
7.1.	2025 Acting VC KPIs	<p>Prof. Ahmed Alraeesi presented his 2025 performance KPIs to the Board for approval. Prof. Ahmed advised the Board that the presented KPIs were aligned to the evaluation criteria as required by Cabinet Resolution No.40 of 2024 - Concerning the Governance of Boards of Directors in the Federal Government.</p> <p>After discussion, the Board Resolved to approve the 2025 Performance KPIs for the Acting Vice Chancellor, which will be assessed over the 2025 calendar year.</p>
7.2.	Dean Appointments	<p>The Board of Trustees Resolved to approve effective 30 January 2025:</p> <ol style="list-style-type: none"> 1. the appointment of Prof. Fatiha Gourari, the current Acting Dean of the College of Law, to the role of Dean of the College for a 3-year period. 2. the appointment of Prof. Fatma Al Jasmi, the current Acting Dean of the College of Medicine & Health Sciences, to the role of Dean of the College for a 3-year period. 3. the reappointment of Prof. Mohamed Madi, the current Dean of the College of Business & Economics, to the role of Dean of the College for a 2-year period.
8. Governance		
8.1.	Board of Trustees Evaluations	<p>The Chairman informed the Board that, based on the self-evaluation feedback provided by the members, along with an assessment of their individual impact and contributions, the evaluation results to be submitted to the General Secretariat of the Cabinet will reflect a rating of "Distinguished" for all members.</p> <p>The Board then Resolved to approve the individual evaluation results, designating all Board members as "Distinguished".</p>