

**Meeting Minutes of UAEU Board of Trustees**  
**Meeting No.5 of AY 2024/2025**

<b>Entity Name</b>	Board of Trustees	<b>Meeting Time</b>	10:00am - 11.30am
<b>Meeting No.</b>	5 of AY 2024/2025	<b>Meeting Date</b>	23 April 2025
<b>Meeting Chairman</b>	HE Zaki Nusseibeh	<b>Meeting Place</b>	UAEU Boardroom and online
<b>Decree of Confidentiality</b>	Confidential	<b>Meeting Secretary</b>	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	Member, UAEU Board of Trustees	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, UAEU Board of Trustees	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 Shakhbout 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 3)

Agenda Topic	Discussion
<b>Welcome</b>	<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"> <li>• <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"> <li>○ As part of collaborative initiatives, UAEU is pursuing MOUs with key Al Ain government entities, including an agreement with the Al Ain Judicial Court to support the training and employment of law graduates.</li> </ul> </li> <li>• <i>MOU Between UAEU and Silal</i> <ul style="list-style-type: none"> <li>○ In line with the Board's encouragement to pursue public-private partnerships, a Memorandum of Understanding will be signed between UAEU and Silal,</li> </ul> </li> </ul>

Agenda Topic	Discussion
	<p>part of ADQ, to collaborate on research, student training, and employment initiatives in the agri-food sector.</p> <ul style="list-style-type: none"> <li>• <i>Emirati Education Day</i> <ul style="list-style-type: none"> <li>○ In celebration of Emirati Education Day, UAEU hosted a commemorative event on 26 February featuring a panel discussion on the future of education and honoured H.E. Sheikh Nahyan bin Mubarak Al Nahyan for his distinguished contributions to the sector.</li> </ul> </li> <li>• <i>Strategic Partnership with Al Ain Municipality</i> <ul style="list-style-type: none"> <li>○ UAEU has partnered with Al Ain City Municipality on a strategic research program to address urban and environmental challenges, focusing on sustainable development, palm weevil management, infrastructure enhancement, and the preservation of Al Ain's cultural heritage.</li> </ul> </li> <li>• <i>2025 QS Subject Ranking</i> <ul style="list-style-type: none"> <li>○ UAEU has been ranked across all five broad academic areas and in 22 subjects in the QS World University Rankings by Subject 2025, marking its third consecutive year of this achievement and the highest number of ranked subjects among UAE universities.</li> </ul> </li> <li>• <i>Strategic Agreement – Abu Dhabi Investment Office and Department of Health Abu Dhabi</i> <ul style="list-style-type: none"> <li>○ The Abu Dhabi Investment Office and the Department of Health – Abu Dhabi have signed a strategic agreement with the Abu Dhabi Stem Cells Centre, UAEU, and NYU Abu Dhabi to support the establishment of the Health, Endurance, Longevity, and Medicine cluster. This initiative aims to position Abu Dhabi as a global leader in biotechnology and digital health, with an expected contribution of over AED 94 billion to GDP and the creation of 30,000 jobs by 2045.</li> </ul> </li> <li>• <i>WASC Special Visit</i> <ul style="list-style-type: none"> <li>○ From 19 to 21 February 2025, UAEU hosted the WASC Senior (Western Association of Schools and Colleges) Commission as part of the reaffirmation process following its 2022 accreditation, marking a significant milestone in assessing progress and maintaining alignment with international standards.</li> <li>○ The final report is expected by June and will be shared with the Board.</li> </ul> </li> <li>• <i>UAEU Participation in the 2025 Osaka Expo</i> <ul style="list-style-type: none"> <li>○ UAEU will be a key participant in the UAE Pavilion at the Osaka EXPO 2025, showcasing the UAE's contributions to space exploration, healthcare innovation, and sustainability.</li> </ul> </li> <li>• <i>44<sup>th</sup> Cohort Graduation</i> <ul style="list-style-type: none"> <li>○ Under the patronage of His Highness Sheikh Mohamed bin Zayed Al Nahyan, the 44th Student Graduation Ceremony will be held on 30 April 2025.</li> </ul> </li> </ul>

Agenda Topic		Discussion
		<ul style="list-style-type: none"> <li>• <i>Faculty, Programs, and Research Update</i> <ul style="list-style-type: none"> <li>○ As part of ongoing efforts to align academic planning with institutional priorities, UAEU is actively recruiting 70 new faculty members for Fall 2025, has suspended enrollment in 17 low-demand graduate programs pending review, and continues to strengthen research output, with over 1,050 SCOPUS-indexed publications and 14 patents granted to date.</li> </ul> </li> </ul>
<b>1. Meeting Administration</b>		
1.1.	<b>Meeting Agenda</b>	The Chairman presented the agenda which was approved and adopted.
1.2.	<b>Minutes of Meeting No.4 AY 2024/2025</b>	The Board of Trustees <b><i>Ratified</i></b> and adopted the minutes of meeting no.4 of AY 2024/2025 which was held on 30 January 2025.
1.3.	<b>Ratification: Decision via Circulation – BoT 2024 Annual Report</b>	The Board of Trustees <b><i>Ratified</i></b> the decision taken via circulation on 27 March 2025 to approve the Board of Trustees Annual Report that was submitted to the Prime Minister's Office.
<b>2. Strategy</b>		
2.1.	<b>2025 Prime Ministers Office Approved SKPI</b>	<p>Dr. Addel Alameri, Director of the Strategy &amp; Future Department, presented the 2025 Annual Strategic KPIs targets as submitted to the Prime Minister's Office. The targets allow the Board to monitor the university's strategic performance.</p> <p>Dr. Addel, informed the Board that the targets were developed and compiled with reference to:</p> <ul style="list-style-type: none"> <li>• The 2024 targets,</li> <li>• Input from the college deans, and</li> <li>• The individual college sub-targets and action plans.</li> </ul> <p>Dr. Addel further informed the Board that regular monitoring will ensure progress against targets, which include higher graduation rates, improved student employment, enhanced research outputs, and stronger international rankings.</p> <p>The Board noted the 2025 Annual Strategic KPI targets as presented by Dr. Addel.</p>
<b>3. Financial Performance</b>		

Agenda Topic		Discussion
3.1.	2026 Budget	<p>Prof. Kyung-Soo Kim, a member of the Finance, Administration and Investment Committee, reported that the Committee, at its meeting held on 10 April 2025, reviewed the proposed 2026 budget as submitted by management.</p> <p>He informed the Board that the proposed budget totals AED 1.647 billion and is fully balanced, with revenues matching expenditures. Government funding constitutes 93.93% of total revenue (AED 1.547 billion), while self-generated income, primarily from tuition fees and asset-related activities, accounts for 6.07% (AED 100 million). Expenditures are allocated across employee compensation (AED 1.028 billion), services and supplies (AED 564 million), capital projects (AED 54 million), and minor other costs.</p> <p>Prof. Kim further noted that the budget complies with the ceiling set by the Ministry of Finance and adheres to federal governance requirements. It is underpinned by the student funding formula and reflects the University's strategic priorities, with flexibility for late-cycle adjustments that may result in surpluses.</p> <p>After considering the proposed budget, the Board of Trustees <b>Resolved</b> to approve on the recommendation of the Finance, Administration &amp; Investment Committee, the 2026 Budget.</p>
<b>4. Report by the Academic &amp; Student Affairs Committee</b> <p>The Committee met on 9 April 2025 and considered the following matters.</p>		
4.1.	Fall 2025/2026 Admission Policy	<p>HE Prof. Reyadh Almhehaideb, Chairman of the Academic and Student Affairs Committee, presented the fall 2025/2026 Admission Policy as considered by the Committee.</p> <p>He informed the Board that the Policy is aligned with Ministerial Decree No. (19) of 2024, Concerning Admission Standards for Higher Education Institutions' Programs, as issued by the Ministry of Higher Education and Scientific Research.</p> <p>HE Prof. Reyadh further outlined that the Policy includes the following key provisions:</p> <ul style="list-style-type: none"> <li>• Applicants must hold a high school (Grade 12) certificate with a minimum of 80% in English or its equivalent.</li> <li>• The certificate must have been issued within one year of the intended date of admission.</li> <li>• Admission is competitive, based on university criteria, seat availability, and availability of student housing.</li> </ul>

Agenda Topic		Discussion
		<ul style="list-style-type: none"> <li>Students are assigned to colleges according to their preferences, seat availability, and competitiveness in relevant qualifying subjects.</li> <li>Admission to the Doctor of Medicine (MD) Program at the College of Medicine and Health Sciences is limited to UAE National students.</li> <li>Applicants may be required to pass admission tests or meet additional college-specific requirements.</li> </ul> <p>After deliberations, the Board of Trustees <b>Resolved</b> to approve on the recommendation of the Academic &amp; Student Affairs Committee, the fall 2025/2026 Admission Policy.</p>
4.2.	College KPIs	<p>HE Prof. Reyadh Almhehaideb informed the Board that the Committee also considered the progress made by management in designing and implementing KPIs for each college.</p> <p>Further, HE Prof. Reyadh informed the Board, that the college KPIs are aligned with the university's institutional strategic KPIs, thereby ensuring coherence between college-level performance measurement and the broader institutional objectives.</p> <p>HE Prof. Reyadh then proceeded to present the KPIs submitted by the Colleges of Engineering and Information Technology as illustrative examples of this alignment.</p>
<b>5. Report by the Audit &amp; Risk Committee</b> <p>The Committee met on 15 April and considered the following matters.</p>		
5.1.	2024 Draft Audited IPSAS Financial Statements	<p>HE Dr. Tariq bin Hendi, a member of the Audit and Risk Committee, informed the Board that the Committee convened online with Mr. Walid Yakin, Audit Partner at KPMG.</p> <p>During the meeting, the Committee reviewed the draft independent auditor's report together with the draft 2024 audited financial statements, prepared in accordance with International Public Sector Accounting Standards (IPSAS).</p> <p>HE Dr. Tariq advised the Board that, in KPMG's opinion, the draft 2024 financial statements fairly present, in all material respects, the financial position of the United Arab Emirates University as at 31 December 2024, as well as its financial performance and cash flows for the year then ended, in accordance with IPSAS.</p> <p>The Board of Trustees thereafter <b>Resolved</b> to approve on the recommendation of the Audit &amp; Risk Committee, the 2024 audited International Public Sector Accounting Standards (IPSAS) statements.</p>

Agenda Topic		Discussion
5.2.	Internal Audit Reports	<p>HE Dr. Tariq Bin Hendi informed the Board for noting purposes, that the Committee also reviewed the following internal audit reports:</p> <ul style="list-style-type: none"> <li>• Internal Audit Plan (Year 1 -2025) - Implementation Status Report,</li> <li>• Summary of the 2025 Internal Audit follow-up results,</li> <li>• Summary of the observations for the last 5 years follow-up results - Emirates Accountability Authority, and</li> <li>• Special task audit.</li> </ul>
<b>6. Report by the Finance, Administration &amp; Investment Committee</b>  The Committee met on 10 April 2025 and considered the following matters.		
6.1.	Q1 2025 Financial Performance Against Budget	<p>Prof. Kyung-Soo Kim, a member of the Finance, Administration and Investment Committee, informed the Board that the Committee had reviewed the university's first quarter (Q1) financial performance against the approved 2025 budget.</p> <p>He reported that while overall revenue for Q1 was in line with budgetary expectations, a modest shortfall was noted in self-generated income, primarily due to a reduction in the number of international graduate students.</p> <p>On the expenditure side, under-utilization was observed across the categories of salaries and allowances, goods and services, and fixed assets. This variance was attributed largely to the timing of expenditures rather than structural underspending.</p> <p>The Board of Trustees duly noted the University's Q1 2025 financial performance.</p>
6.2.	The 2024 Budget Surplus Allocation	<p>The Board of Trustees noted the update provided by Prof. Kyung-Soo Kim that the 2024 budget surplus, amounting to AED 289,216,103, has been allocated to priority areas in alignment with the university's strategic objectives and financial priorities.</p>
6.3	Investment Policy Implementation Status	<p>The Board of Trustees noted the update provided by Prof. Kyung-Soo Kim that the Committee reviewed the roadmap submitted by management for the implementation of the Investment Policy aimed at supporting the university's long-term financial sustainability by diversifying income streams and ensuring the strategic utilization of institutional assets.</p> <p>On behalf of the Committee, Prof. Kyung-Soo Kim committed to providing the Board with regular updates on the progress of the roadmap implementation.</p>

Agenda Topic		Discussion
6.4.	Policies	<p>Prof. Kyung-Soo Kim informed the Board that the Committee reviewed several policies as part of the university's broader effort to update key frameworks in keeping with evolving best practices.</p> <p>The Board of Trustees thereafter <b>Resolved</b> to approve on the recommendation of the Finance, Administration &amp; Investment Committee, the following:</p> <ul style="list-style-type: none"> <li>• Strategy &amp; Future Policy,</li> <li>• Sustainability Policy,</li> <li>• Community Engagement Policy,</li> <li>• Diversity &amp; Equal Opportunity Policy, and</li> <li>• VC Recruitment Policy.</li> </ul>
<b>7. Talent Management</b>		
7.1.	<b>Appointments:</b> <ul style="list-style-type: none"> <li>• Provost</li> <li>• Associate Provost: Research</li> <li>• Secretary General</li> </ul>	<p>Prof. Ahmed Alraeesi presented the profiles of the candidates proposed for the following permanent leadership positions:</p> <ul style="list-style-type: none"> <li>• Deputy Vice Chancellor for Academic Affairs: Provost,</li> <li>• Associate Provost for Research, and</li> <li>• Deputy Vice Chancellor for Administration and Finance: Secretary General.</li> </ul> <p>Prof. Ahmed informed the Board that confirmation of these appointments would provide the University with clear and dedicated leadership to support the effective pursuit of its strategic objectives.</p> <p>Following its review of the candidate profiles, the Board of Trustees <b>Resolved</b> to approve the following appointments:</p> <ul style="list-style-type: none"> <li>• Prof. Mohsen Sherif to the position of Deputy Vice Chancellor for Academic Affairs: Provost,</li> <li>• Dr. Rami Beiram to the position of Associate Provost for Research, and</li> <li>• Mr. Abdulla Khalifa Aldarmaki to the position of Deputy Vice Chancellor for Administration and Finance: Secretary General.</li> </ul> <p>During its deliberations, the Board acknowledged the importance of ongoing dialogue to ensure that senior leadership – especially the Provost appointment – remains well-positioned to advance the institution's future strategic trajectory.</p>
<b>8. Governance</b>		
8.1.	<b>UAEU 2023/2024 Annual Report</b>	The Chairman, HE Zaki Nusseibeh, presented the 2023/2024 Annual Report.



Agenda Topic		Discussion
		<p>HE Zaki Nusseibeh informed the Board that the Report provides an overview of the University's academic, research, and operational performance for the reporting year</p> <p>After considering the Report, the Board of Trustees <b>Resolved</b> to approve the university's 2023/2024 Annual Report.</p>