


Category	University Governance and Management	Policy Number	UNI-GOV-201	 جامعة زايد ZAYED UNIVERSITY
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POLICY

University Governance

1. Purpose

This policy describes the organizational structure and the key principles for university governance required to implement the vision, mission, and goals of Zayed University (“University”).

2. Scope of Application

This policy applies to the senior management positions and relevant stakeholders involved in University governance and administration.

3. Definitions

Board	The Board of Trustees is the higher authority of the University that reports to the UAE Government on University matters.
Board Chair	The Chair of the Board of Trustees.
Cabinet	The Cabinet of Ministers, which is the Executive Branch of the UAE Federation.
Chief Administration and Finance Officer (CAFO)	The Chief Administration and Finance Officer is responsible for overseeing the University’s support services. He/she reports to the Vice-President.
Dean	A college dean is responsible for overseeing the administration of a specific college. He/she reports to the Provost.
Director	1. A director of an administrative support unit who reports to the CAFO. 2. A director of an academic unit who reports to the Provost.
Governance	Governance refers to the University’s rules and structures that guide its direction and decision-making, and by which the University is held to account.

Provost	The Provost is the University’s Chief Academic Officer, and is responsible for overseeing the University’s academic affairs. He/she is the Deputy Vice-President and reports to the Vice-President
Vice-President	The Vice-President is the Chief Executive Officer of the University who manages the academic, financial, and administrative operations of the University. He/she reports to the Board.

4. Policy

- 4.1** The University was established by Federal Decree No.11 of 1999 (“**Founding Law**”), and operates in accordance with UAE Government regulations and guidelines.
- 4.2** Cabinet Resolution No.55 of 2022 re: The Governance of Federal Higher Education Institutions in the UAE (“**Resolution 55/2022**”) states that the University will be a corporate entity with its own administrative and financial independence, and the legal capacity required to do all its activities.
- 4.3** Resolution 55/2022 states that the University will have a Board of Trustees (“**Board**”) as the higher authority of the University, and that the Board will report to the Government regarding the achievement of the objectives, and implementation of the policies for which the University was established.
- 4.4** The University will have a Vice-President, appointed by the Board, as the Chief Executive Officer who will have the authority to manage the academic, financial, and administrative operations of the University. The Vice-President reports to the Board.
- 4.5** The University will have an organizational chart that defines the various colleges, research centers, deanships, and departments. The University structure must be approved by the Board. The authority to amend the organizational structure of the University with respect to personnel is as follows:
- 4.5.1** The authority to amend the organizational structure of the University for the senior administrative roles (Deans, Directors, and above) rests with the Board.
- 4.5.2** The authority to amend the organizational structure of the University below the level of a Dean or Director rests with the Vice-President.
- 4.6** University policies and procedures guide the administrative processes of the University, and the following key principles apply:
- 4.6.1** The need to develop new policies or revise existing policies will be determined by the Vice-President, Provost, or Chief Administration and Finance Officer.
- 4.6.2** Consultative processes for policy development will vary depending on the nature of the policy, but must take into account any key committees established by the Board or Vice-President.

- 4.6.3 Any new policies or revisions to existing policies will require approval by the Board upon a recommendation by the Vice-President.
 - 4.6.4 New or revised procedures developed to implement policy will require approval of the Vice-President upon a recommendation of the Provost or Chief Administration and Finance Officer.
 - 4.6.5 The Vice-President is responsible for the interpretation and administration of University policies unless otherwise specified in the policy itself.
- 4.7 The University is committed to shared governance, and University policies and procedures should apply the concept of shared governance to the extent it is appropriate and efficient to do so. Where appropriate, shared governance will be implemented through the use of committees to enable faculty, staff, and relevant stakeholders from all campuses to offer input, guidance, feedback, and recommendations on major University issues.

5. Board of Trustees

- 5.1 The Board Chair and members are appointed by a Cabinet Resolution for a five (5) year renewable term. If the position of the Board Chair and/or any of the Board members becomes vacant, an alternate must be appointed by a Cabinet Resolution for the remaining period.
- 5.2 No University employee may be appointed as a member of the Board.
- 5.3 No member of the Board may be appointed as a board member of any other federal higher education institution.
- 5.4 The Board will elect a Vice-Chair from its members to assume the duties of the Chair in his/her absence.
- 5.5 In order to avoid any possible conflict of interest in its Decrees and/or business, the Board (including the Chair) will not participate in the day-to-day affairs or executive management of the University.
- 5.6 The Board will be assisted in discharging its responsibilities by forming at least three (3) permanent committees including academic, research, and student affairs; financial, administrative, and investment affairs; and risk management affairs. The Board may form any other permanent committee as it deems necessary.
- 5.7 Each permanent committee referred to in Article 5.6 must consist of at least three (3) Board members, one of whom must be nominated as the committee chair. The Board Chair is not permitted to serve in any of the permanent committees.
- 5.8 The Board will convene at least six (6) times a year, or whenever the need arises, at least once every two (2) months.

6. Vice-President

- 6.1 The Vice-President is appointed by the Board to manage the day-to-day operations of the University for a five (5) year renewable term.

- 6.2 If the position of Vice-President becomes vacant, the Board will assign one of the Vice-President's deputies as an Acting Vice-President with all of the associated responsibilities and authority until a new Vice-President is appointed.
- 6.3 If there are no deputies, the Board will assign one of the Deans, Directors, or equivalent, as an Acting Vice-President with all of the associated responsibilities and authority until a new Vice-President is appointed.
- 6.4 The Vice-President can be of any nationality, but must have the academic, financial, and administrative qualifications and experience necessary to manage the University's operations.

7. Board of Trustees' Responsibilities and Authority

- 7.1 The Board has the authority to ratify the University By-laws, and any necessary amendments to those By-laws.
- 7.2 The Board has the authority to approve the strategic general direction of the University, and the responsibility to supervise its implementation in line with the national strategy of higher education in the UAE.
- 7.3 The Board has the authority to approve the University's strategic and operational plans; and to supervise the implementation, evaluation, and updating of those plans.
- 7.4 The Board may consider and propose development initiatives, projects, and plans to improve the University's efficiency and educational outcomes.
- 7.5 The Board has the authority to approve the University's organizational structure, submit it to the UAE Cabinet for approval, and to supervise its implementation.
- 7.6 The Board has the authority to approve the University's academic, financial, and administrative Delegation of Authority matrix.
- 7.7 The Board has the authority to approve new University branches and colleges, and to amend or close current ones; provided the changes do not exceed the University's approved annual budget, and do not incur any additional costs to the UAE Government.
- 7.8 The Board has the authority to approve the establishment of University departments, institutes, and centers; merge with others, or close them; inside or outside the country; provided the changes do not exceed the University's approved annual budget, and do not incur any additional costs to the UAE Government.
- 7.9 The Board has the authority to form permanent and/or temporary committees from the members of the Board to carry out its duties. The Board will define the responsibilities and charges for each committee in its charter.

- 7.10** The Board has the authority to appoint or terminate the University's Vice-President. The Board is responsible for assessing the performance of the Vice-President according to approved performance indicators at the end of each fiscal year.
- 7.11** The Board has the authority to appoint or terminate the Vice-President's deputies, Deans, Directors, or equivalent.
- 7.12** The Board has the authority to approve the creation, merger, or cancellation of the University's academic programs, specializations, and concentrations.
- 7.13** The Board has the authority to approve the academic programs, plans, and syllabi offered by the University; and to define the specializations, concentrations, and periods of study.
- 7.14** The Board has the authority to approve the admission policies; and the education systems, exams, and graduation requirements.
- 7.15** The Board has the authority to define the tuitions, and applicable university fees for self-funding students; as well as the incentives, and privileges awarded to eligible applicants.
- 7.16** The Board has the authority to approve the annual academic calendar in coordination with the Ministry of Education.
- 7.17** The Board has the authority to approve the awarding of academic degrees and certificates to eligible students.
- 7.18** The Board has the authority to approve the University's annual budget and present it to the Ministry of Finance. Upon approval by the Ministry of Finance, the Board has the responsibility to supervise its implementation in terms of allocations and re-allocations, and transfers.
- 7.19** The Board has the authority to appoint or terminate the external auditor, and to approve his fees and period of appointment.
- 7.20** The Board has the authority to approve the University's final account, and the responsibility to submit it to the State Audit Institution and the Ministry of Finance.
- 7.21** The Board has the authority to approve the University's internal regulations, and the responsibility to forward them to the Cabinet for approval. Upon the Cabinet's approval, the Board has the responsibility to supervise their implementation.
- 7.22** The Board has the authority to propose the payroll and benefits for the University's employees, and the standards and controls for exceptional wages not included in the payroll, and the responsibility to forward them to the Cabinet for approval.

- 7.23** The Board has the authority to approve the rules and regulations for the acceptance, management, and disposal of aids, donations, grants, wills, and endowments; provided the actions do not violate UAE policies or University objectives, or incur any financial, legal, or any other charges to the UAE Government.
- 7.24** The Board has the authority to approve the rules and regulations for the investment, management, or disposal of University funds; provided the actions do not violate UAE policies or University objectives, or incur any financial, legal, or any other charges to the UAE Government.
- 7.25** The Board has the responsibility to ensure the sustainability of funding for any budget item funded from non-government allocations, so that it does not incur any financial, legal, or any other charges to the UAE Government.
- 7.26** The Board has the responsibility to ensure that the University acquires and maintains the appropriate institutional licensing and accreditation from the relevant authorities; and the appropriate academic accreditation by the relative authorities for all the academic programs offered by the University.
- 7.27** The Board has the authority to approve the responsibilities and policies for making cooperation agreements, and any other agreements, with other institutions inside or outside the UAE in line with applicable UAE laws and regulations.
- 7.28** The Board has the authority to approve the regulations, conditions, and standards for student financial aid programs in coordination with the UAE authorities concerned. The Board has the authority to review internal and external reports, and actions taken in this regard at the University.
- 7.29** The Board is responsible for developing procedures that ensure the University's commitment to abide by UAE Government laws and regulations in all of its operations and activities.
- 7.30** The Board is responsible for submitting an annual report on the performance of the Board, the Vice-President, and the University to the UAE Cabinet.
- 7.31** The Board has the responsibility to perform any other duties as stated in UAE law and regulations, or as assigned by the UAE Cabinet.
- 7.32** The Board has the right to assign some of its authority to the Board Chair, provided it is stated in writing, and is for a specified period.
- 7.33** The Board has the responsibility to provide the senior leadership of the University with a summary of Board meeting minutes that can be shared with the University community.

8. Vice-President's Responsibilities and Authority

- 8.1** The Vice-President is the Chief Executive Officer of the University.

- 8.2** The Vice-President is appointed to run and manage the University on a day-to-day basis, to ensure the implementation of relevant rules and by-laws, and to represent the University before all judicial and other authorities.
- 8.3** The Vice-President reports to the Board regarding the University's operational performance, the management of its affairs, and the implementation of strategic and operational plans.
- 8.4** The Vice-President is responsible for proposing and presenting the University policies, strategic and operational plans, regulations, and action plans to the Board for approval. Upon approval by the Board, the Vice-President is responsible for overseeing their implementation.
- 8.5** The Vice-President is responsible for proposing and presenting to the Board:
- a)** the organizational structure of the University, and
 - b)** the University's internal policies and regulations for all areas of the University in relation to academic, financial, administrative, procurement, and human resource matters.
- 8.6** The Vice-President is responsible for supervising and following up on the implementation of laws, regulations, decrees, plans, programs, projects, and activities supervised, managed, or implemented by the University.
- 8.7** The Vice-President is responsible for following up on the preparation of the University's annual draft budget and final account, and for submitting them to the Board for approval. Upon approval by the Board, the Vice-President is responsible for overseeing their implementation.
- 8.8** The Vice-President is responsible for supervising the University's work progress, and for submitting regular reports on University activities and Key Performance Indicators to the Board.
- 8.9** The Vice-President is responsible for managing the University's academic, financial, and administrative affairs in accordance with the duties associated with his/her position.
- 8.10** The Vice-President has the authority to establish academic, financial, and administrative committees and task forces whenever necessary.
- 8.11** The Vice-President has the authority to recommend the appointment or termination of senior administrative roles (Deans, Directors, and above) and to submit those recommendations to the Board for consideration and approval.
- 8.12** The Vice-President is responsible for representing the University before relevant bodies inside and outside the UAE in accordance with the duties associated with his/her position.
- 8.13** The Vice-President is responsible for performing any other duties given under applicable University legislations, or as assigned by the Board.

- 8.14** The Vice-President has the right to assign some of his/her responsibility/authority to any key personnel provided it is stated in writing, and is for a specified period.
- 8.15** The Vice-President is assisted in the administration of the University by a Deputy Vice-President, designated as the Provost and Chief Academic Officer, who is responsible for overseeing the University's academic affairs; and a Chief Administration and Finance Officer who is responsible for overseeing the University's support services.

9. Periodic Assessment

The University governance and administration systems and components are evaluated regularly in accordance with the relevant regulations and policies.

- 9.1** The Board submits an annual Governance Report to the UAE Cabinet within a period of not less than three (3) months at the end of each calendar year. Interim reports are provided to the Cabinet if so requested. The annual report includes, but is not limited to:
- a)** A statement confirming the Board members and University Executive Management have complied with the UAE Government's Code of Ethics and Professional Conduct.
 - b)** A summary of the activities carried out by the Board and its committees.
 - c)** The performance evaluation reports of the Board and the Vice-President.
 - d)** The results of performance appraisals on Board committees.
 - e)** A summary of the operational and financial performance of the University as per the approved budget, and performance indicators of the University action plan.
 - f)** Financial and non-financial plans for the upcoming year.
 - g)** Any substantial risks faced by the University during the year, as well as the procedures taken to determine, evaluate, and manage those risks.
 - h)** Opportunities to develop and improve performance as proposed by the University.
 - j)** Any other important topics that may have a negative impact on the University.
- 9.2** The University monitors institutional effectiveness by collecting, analyzing, and acting on relevant data to inform the annual decision making, planning, and budgeting processes and to improve quality. Each unit within the University is responsible to implement an annual continuous planning, assessment, and improvement cycle.
- 9.3** As an independent federal entity, the University cooperates with the UAE State Audit Institute to ensure the Federal Government properly collects monies, and that public funds are being spent wisely. The State Audit Institute also ensures that the University is meeting its stated objectives.
- 9.4** All academic degree programs, the academic program model, and the general education program are assessed at regular intervals throughout the year every year to ensure that they are aligned with the UAE National Qualifications Framework. The University is committed to the maintenance of institutional

licensure and accreditation through the UAE Ministry of Higher Education’s Commission for Academic Accreditation, the Middle States Commission on Higher Education, and other appropriate professional accreditation bodies.

- 9.5** Faculty involvement in regular curricula revision and development ensures that the University continues to demonstrate high academic standards in all processes that support teaching and learning.
- 9.6** University faculty and staff are evaluated annually by their Dean/Director and/or designee.

10. Transitional Measures

- 10.1** The Founding Law refers to the roles of “Chair” and “President” at the University being held by the same person, and the existing University policy framework assigns certain executive responsibilities to the President. This approach conflicts with the governance principles of the University as set out in this policy. The Founding Law of Zayed University is in the process of being updated to address this conflict.
- 10.2** Until the Founding Law and all relevant policies are updated, all University policies, including delegations of authority, should be read, construed, and applied on the basis that references to the “President” are to the “Vice-President”.

11. Related Policies and Laws

- Federal Decree No.11 of 1999: Establishment and Organization of Zayed University
- Zayed University Bylaws
- Cabinet Resolution No.1 of 2018: Executive Regulations of Human Resources Law in the Federal Government
- Guide to Board Governance in the UAE Federal Government 2020; approved by virtue of Cabinet Resolution No.2/9g for 2020
- Cabinet Resolution No.55 of 2022: Governance of Federal Higher Education Institutions in the UAE
- UNI-GOV-101 University Vision and Mission
- UNI-GOV-202 Standing Committees
- UNI-GOV-302 Senior Appointments
- UNI-GOV-501 Institutional Planning
- UNI-GOV-601 Enterprise Risk Management
- UNI-LEG-102 Code of Ethics and Professional Conduct
- UNI-QAA-102 Academic Quality and Compliance
- UNI-QAA-201 Institutional Accreditation SUP-FIN-102 External Audit
- UNI-QAA-202 Accreditation of Academic Programs
- UNI-QAA-203 National Qualifications Framework Alignment
- SUP-HSE-101 Health and Safety
- SUP-HSE-103 Environment
- SUP-ITS-203 Information Security
- SUP-ITS-204 Data Security
- SUP-HR-04 Nepotism (Employment of Relatives)

- SUP-HR-12 Conflict of Interest and Commitment
- SUP-HR-76 Staff Performance Evaluation
- SUP-FAC-203 Faculty Performance Evaluation
- SUP-FAC-701 Evaluation of Academic Administrators
- SUP-FIN-01 Planning and Budgeting
- SUP-FIN-02 Accounting System and Processing Accounting Transactions
- SUP-FIN-03 Final Accounts (Modified Cash Basis)
- SUP-FIN-04 Financial Statements (Accrual Basis)
- SUP-FIN-05 Financial Records Management
- SUP-CNP-101 Procurement and Warehouse Management
- ACA-PRO-103 Curricula Approval and Revision
- ACA-PRO-106 Assessment of Academic Programs

12. Administration

This policy is administered by the Office of the Vice-President.

13. Revision History

Date	Revision
21 February 2024	Approved by the Board of Trustees.
30 January 2024	Endorsed by the Academic Council.
10 January 2024	<ul style="list-style-type: none"> • Almost completely rewritten to be in line with Cabinet Resolution 55/2022, Cabinet Resolution 1/2018, and the Guide to Board Governance in the UAE Federal Government 2020. • With the approval of this policy, UNI-QAA-901 Annual Evaluation of the Vice-President will be retired as it will be redundant.
17 February 2023	Administrative change: <ul style="list-style-type: none"> • Updated the information header and related policy numbers. • Updated policy number from UNI-ADM-01 to UNI-GOV-201.
1 October 2019	Updated the related policy numbers.
11 June 2019	New policy approved by the President (PD#17 of 2019).