

SUSTAINABLE DEVELOPMENT GOALS



16.2.1 Do you Have elected representation on the university's highest governing body from: students (both undergraduate and graduate), faculty, and staff (non-faculty employees)?

Yes, the University Council (UC) is the highest governing body at the University of Business and Technology (UBT), chaired by the University President. According to the UBT Governance Manual (2023–2024, pp. 67–71), the UC oversees all aspects of the university’s academic, scientific, student, administrative, and financial affairs and is responsible for developing and implementing the five-year strategic plan and ensuring the achievement of institutional goals. *(Refer to Evidence No. 1, p. 67–71.)*

Membership of the University Council

(Governance Manual pp. 68 and 80–81)

The Council’s composition includes:

- The University President (Chair)
- Vice President for Academic Affairs
- Vice President for Development and Quality
- Vice President for Digital Services
- Vice President for the Female Campus
- HR General Director
- Finance General Director
- Deans of Colleges and Graduate Studies
- Dean of Scientific Research
- Dean of Admissions and Registration
- Dean of Student Affairs
- Dean of Community Engagement
- Three full-time faculty representatives, elected by their colleges, as stipulated in Section 2.5.6 of the Governance Manual (pp. 80–81).

These elected faculty members ensure direct faculty participation in the university’s highest decision-making processes. *(Refer to Evidence No. 1, p. 80–81.)*

Stakeholder Engagement in Governance

As outlined in the UBT Advisory Board Policy (p. 9), faculty and student representation are integral to the composition of program advisory boards. This ensures that faculty and students provide valuable insights, which play a significant role in shaping program-related aspects. Additionally, UBT ensures the involvement of faculty members, staff, and students in strategic planning through events such as the University's Strategy Retreat. (*Refer to Evidence No. 2, p. 9.*)

1. **Faculty Engagement:** Faculty members participate in decision-making through university committees and advisory boards, contributing input on academic and administrative policies to ensure their perspectives are reflected in institutional governance. (*Refer to Evidence No. 2.*)
2. **Student Participation:** UBT encourages student involvement through councils and clubs. The UBT Student Council represents the student body by communicating feedback and concerns to university leadership. (*Refer to Evidence No. 2.*)
3. **Staff Involvement:** Non-faculty staff contribute to planning and administrative activities through departmental meetings and committees, sharing insights and suggestions to support continuous improvement. (*Refer to Evidence No. 1 and 2.*)

Through these inclusive governance practices, UBT fosters a collaborative environment where faculty, students, and staff contribute actively to the institution's strategic direction. This participatory approach enhances transparency, accountability, and institutional excellence.

Conclusion

The UBT University Council, as defined in the Governance Manual (2023–2024, pp. 67–71 and 80–81), includes elected faculty representation and is supported by structures for faculty, student, and staff engagement outlined in the Advisory Board Policy (p. 9). Together, these governance mechanisms demonstrate UBT's commitment to shared governance, transparency, and inclusive decision-making, directly addressing the requirements of SDG 16.2.1.

Supporting Evidences

Evidence 1: UBT Governance Manual (2023–2024)

Defines the University Council as the highest governing body (pp. 67–71), lists its composition and responsibilities (pp. 68), and details the faculty election process (Section 2.5.6, pp. 80–81).

Evidence 2: UBT Advisory Board Policy

Outlines representation of faculty and students on program advisory boards and stakeholder participation in governance (p. 9). Demonstrates shared governance and strategic planning involvement.

UBT

جامعة الأعمال و التكنولوجيا
UNIVERSITY OF BUSINESS AND TECHNOLOGY

UBT Governance Manual

Academic Year 2023-2024

Table of Contents

PART I PREAMBLE	5
1. About Governance in HE	6
2. UBT Overview, Growth and Developments.....	9
3. UBT Strategic Plan 2024-2028	11
4. UBT Governance Framework	15
UBT Organization Structure	21
Part II: UBT Executives and Senior Management Roles and Responsibilities	22
1. The University President Division	22
1.1. The University President.....	22
1.2. Director of the President’s Office	23
1.3. Director of Outreach, Marketing and International Links	24
1.4. The Legal Advisor	26
1.5 The Finance General Director	27
1.6 Director General of HR	28
1.7 Director of Facilities and Campus Development	30
1.8 The Dean of Student Affairs.....	32
2. The Vice President for Academic Affairs Division	36
2.1 The Vice President for Academic Affairs	36
2.2 Deans of Colleges	38
2.3 Dean of Scientific Research.....	40
2.4 Dean of Graduate Studies.....	42
2.5 Dean of Admissions and Registration	43
3. The Vice President for Development and Quality Division	45
3.1 The Vice President for Development and Quality.....	45
4. The Vice President for Digital Services	47
5. The Vice President for Female Campus	49
PART III	50
UBT’S BOTs,COUNCILS & COMMITTEES	50
UBT Governance framework overview	51
PART III: UBT’S BOTs,COUNCILS & COMMITTEES	52
1. Board of Trustees	52
1.1 Terms of Reference.....	52
1.2. Board of Trustees’ Membership	52
1.3 Roles and Responsibilities of the Board of Trustees.....	54

1.4 Frequency and Duration of the Board of Trustees' Meetings	56
1.5 Standing Committees Reporting to the Board of Trustees.....	56
1.6 General Terms of Reference for BoTs	59
1.7 Meeting Confidentiality & Conflict of Interest.....	66
1.8 Board Induction.....	66
2. The University Council.....	67
2.1 Members of the University Council.....	67
2.2 Roles and Responsibilities of the University Council.....	68
2.3 Conduct of Meetings of the University Council	71
2.4 Standing Committees Reporting to the University Council	72
2.5 General Terms of References of the University Council.....	78
2.6. Confidentiality & Conflict of Interest.....	84
3. The Scientific Council	85
3.1 Members of the Scientific Council	85
3.2 Roles and Responsibilities of the Scientific Council	85
3.3 Conduct of Meetings of the Scientific Council.....	87
3.4 General Terms of References of the Scientific Council	87
3.5 Standing Committees of the Scientific Council	92
3.6. Confidentiality & Conflict of Interest	94
4. The Academic Committee.....	95
4.1. Terms of Reference of the Academic Committee.....	95
4.2. Members of the Academic Committee.....	95
4.3 Roles and Responsibilities of the Academic Committee.....	95
4.4 Conduct of Meetings of the Academic Committee	98
5. The Students Experience Committee	100
5.1 Members of the Student Experience Committee.....	100
5.2 Roles and Responsibilities of the Student Experience Committee.....	100
5.3 Conduct of Meetings of the Student Experience Committee	102
5.4 General Terms of References of the Student Experience Committee.....	102
5.6. Confidentiality & Conflict of Interest	107
6. Other Academic Councils and Committees.....	108
6.1. The Colleges' Councils (CC)	108
6.2 The Departments Councils (DC)	113
6.3. Councils and Committees ToRs.	116
7. UBT Non-Academic Standing Committees.....	117
7.1 Digital Transformation, Facilities, and Infrastructure Committee.....	117

7.2. Human Capital Committee (HCC)	119
7.3 Finance & Budgeting Committee	120
7.4 The Community Engagement Committee (CEC)	121
7.5 The Learning Resources Committee (LRC)	123
8. UBT Institutional 'Ad-hoc' Committees ToRs	125
8.1 Establishment, Operations and Dissolution of 'Ad-hoc' Committees.....	125
8.2 Roles and Responsibilities.....	126
8.3 Conduct of Meetings	127
9. UBT Advisory Boards	128
9.1. UBT Institutional Advisory Board (IAB)	128
9.2 The College Industry Advisory Board (CIAB).....	130
9.3 Program Advisory Board (PAB).....	132
Part IV: Assessment of UBT Governance Framework.....	136
1. The Importance of Regularly Evaluating UBT Governance	136
2. Governance Framework Assessment.....	137
APPENDICES	143
Appendix A- Meeting Agenda Template	144
Appendix B- Minutes of Meeting Template	146
Appendix C- Chair Nomination Form.....	148
Appendix D- Faculty/ Teaching Staff Nomination Form.....	149
Appendix E- Student Nomination Form	151
Appendix F- Standing and Ad-Hoc Committee Formation Proposal	153
Appendix G- UBT Governance Annual Evaluation Survey	155
Appendix H- UBT External Governance Assessment Report Template.....	159



PART I

PREAMBLE

PART I: PREAMBLE

1. About Governance in HE

Governance encompasses the frameworks and procedures developed to uphold accountability, transparency, adaptability, adherence to legal principles, stability, fairness, inclusivity, empowerment, and widespread participation within an organization. It additionally embodies the standards, principles, and regulations that guide the management of public affairs.

Governance in the specific context of higher education is concerned with the rules and mechanisms by which various stakeholders influence decisions, how they are held accountable, and to whom. It refers to 'the formal and informal exercise of authority under laws, policies, and rules that articulate the rights and responsibilities of various actors, including the rules by which they interact'.

In other words, governance encompasses 'the framework in which an institution pursues its strategic ambitions, objectives, and policies in a coherent and coordinated manner' to answer the questions: 'Who is in charge, and what are the sources of legitimacy for executive decision-making by different stakeholders?' Management, on the other hand, refers to the implementation of a set of objectives pursued by a higher education institution based on established rules. It answers the question 'how are the rules applied?' It is concerned with the efficiency, effectiveness, and quality of services provided for internal and external stakeholders.

Governance is about the relationships that characterize the various rules and regulations and which in turn determine or create and define the nature of those relationships. Despite the clear distinction between governance and management, one cannot overlook the strong interlink between the two. This manual serves the dual purpose of delineating the distinction between governance and management at UBT, while also clarifying the roles and responsibilities of key positions. Furthermore, it outlines the terms of reference for major councils and committees, emphasizing the imperative for seamless coordination needed.

In recent years, governance has become an essential element of modern institutional management, leadership, and overall performance; within the higher education environment; it is perceived as a major factor for improving quality and bringing balance between autonomy and accountability. Many universities across the region have been transforming the way in which they manage their operations due to a number of internal and external influencing factors including the establishment of external quality assurance agencies across the region that enforces the use of good practices in governance through stipulating clear standards and requirements on how Higher Education Institutions should

be governed and managed whether in the private or public sector.

Moreover, emerging issues such as the COVID-19 pandemic have significantly impacted governance in higher education institutions worldwide. The pandemic necessitated a rapid shift towards remote learning and highlighted the need for greater flexibility, agility and adaptability in institutional governance structures. Universities were compelled to reevaluate their decision-making processes and crisis management strategies, underscoring the importance of resilience and preparedness in governance frameworks.

Additionally, the realization of the transformative potential of artificial intelligence (AI) has prompted universities to incorporate AI technologies into their governance practices as well. This includes utilizing AI for data-driven decision-making, predictive analytics for resource allocation, and leveraging automation for administrative processes. As AI continues to advance, it is crucial for universities to navigate the ethical, legal, and societal implications of its integration into governance processes.

These emerging issues, alongside established principles of governance, form the evolving landscape of higher education governance. It is imperative for institutions to proactively address these challenges and opportunities to ensure effective and forward-thinking governance practices in the dynamic landscape of modern academia.

Moreover, several higher education institutions are realizing the potential benefits of good governance, which includes:

- Fostering an efficient, effective, and sustainable institution that meets the needs and expectations of various internal and external stakeholders.
- Cultivating a university system that is responsive and accountable.
- Enhancing the overall performance and quality of the institution.
- Advocating for integrity, probity, and transparency.
- Safeguarding the interests of all pertinent key stakeholders.

Ensuring an inclusive approach rooted in standards, validated representations, and participation at all levels, thereby enabling, empowering, and ensuring that the decision-making process serves the collective purpose. An effective, integrated and holistic governance system is one which creates a balance between various goals, needs and expectations and one that serves a wider stakeholder perspective. It is concerned with the efficient utilization of resources, the accountability and the use of power and stewardship and more importantly it is about the alignment of various interests including individuals, the institution itself, various stakeholders and the community and society at large.

In simple terms, corporate governance within UBT refers to the establishment of an appropriate legal, financial, administrative and academic environment that will allow it to thrive in its pursuit for advancing long-term shareholder value and also to maximize

the exploitation of its available capabilities for the development and delivery of learning and development opportunities; while remaining conscious of its other responsibilities towards stakeholders and operating within the wider external environment that includes the community in which the institution is located and society being the end beneficiary of its various endeavors.

A good corporate governance system allows leadership teams to assume their authority and duties in a meaningful manner. It enables them to protect, preserve and actively exercise authority whilst discharging their various responsibilities. From a team perspective, good corporate governance helps the leadership team understand their common duty, and to jointly exercise the authority that they share.

An effective governance system exhibits the following key attributes:

- A well-managed, equitable, efficient, and transparent administration, dedicated to achieving the institutions clearly defined strategic goals and objectives.
- The establishment of robust systems and structures for governing and overseeing the institution, geared towards attaining long-term strategic objectives that satisfy all stakeholders.
- A commitment to operating the institution effectively while ensuring compliance with legal and regulatory mandates.
- Proficient management of a value creation process that benefits both customers and stakeholders.
- Regular assessments of Boards to ascertain the establishment of strategic objectives and plans, as well as the implementation of appropriate management frameworks, encompassing organizational structure, systems, and human capital, all geared towards realizing the institution's strategic goals.
- The incorporation of diverse mechanisms to uphold the overall functionality of the governance system, safeguarding institutional integrity, reputation, and accountability to all stakeholders.
- A disciplined approach that the institution employs in resource management, emphasizing efficiency and effectiveness in fulfilling its stated mandate and driving towards the achievement of strategic objectives.

2. UBT Overview, Growth and Developments

In 2023, the University of Business and Technology (UBT) is celebrating the 23rd year of its founding anniversary. Throughout this journey, UBT has had several developmental changes, which has profoundly impacted its growth trajectory and its role as one of the youngest and aspiring private universities in Jeddah, the Kingdom of Saudi Arabia. The University traces its origin to the Institute of Business Administration (IBA), established in the year 2000, offering primarily business diplomas for both male and female students. It then grew gradually and progressively to become in 2003 a full-fledged four-year college known as the College of Business Administration (CBA) offering six programs. During the following years, the CBA matured in a planned manner and achieved several milestones including: the introduction of several new programs among which was the MBA program in 2008, the growth in numbers of students, the expansion of its infrastructure and facilities, the establishment of the Continuing Education Centre later re-branded as UBT Executive Education Centre, and the setting up of the English Academy (ELA) in 2010, among other initiatives.

In 2010, the CBA received institutional accreditation from the National Commission for Assessment and Accreditation (NCAAA). Soon after this milestone, the leadership team began the preparatory work towards obtaining the university status as the University of Business and Technology, which was officially announced in 2012 by the Higher Council of the Saudi Higher Education. Along with these achievements, UBT established the College of Engineering by the MOE in 2008, followed by the launch of the College of Advertising- Jeddah (JCA) in 2011 and the College of Law (CL) in 2017. Realizing these milestones, meant that the University has designed and developed a robust portfolio of high-quality programs, supported by distinguished local and international faculty, and state-of-the-art newly launched campus facilities with a full range of student and staff services, located along the Jeddah Corniche. In addition to its existing campuses in Dahban and Jeddah, this new campus houses all four Colleges, in addition to the different supporting deanships, ELA, sports and recreation facilities, the bookstore, and restaurants and coffee shops.

Building on its history of quality and excellence, UBT successfully achieved accreditation by the NCAAA for ten of its programs due for periodic review in 2021. In the same year, the University obtained the E-Learning License as First Private University in Saudi Arabia. In 2022, UBT added to its quality portfolio two majors: Sport Management, which is the first to be offered in the KSA, and Business Analytics and Management Information Systems.

In its desire to build a global reputation, UBT increased its research activities to be in the top 300 universities in its Time Higher Education global impact ranking in 2023.

Such achievement is made possible due to its efforts toward realizing the UN Sustainable Development Goals of Decent work and Economic growth. In 2023, UBT was also ranked 43rd and 51st in the standards of international students and international faculty members in the QS Arab Region Ranking.

UBT has been a member of several well reputable organizations. UBT is today a member of:

- The Association of Arab Universities (AARU)
- The International Association of Universities (IAU)
- The IREG (Observatory on Academic Ranking and Excellence)
- AACSB, EFMD and AMBA
- The Saudi Arabia Solar Industry Association (SASIA)
- The Institute of Electrical and Electronics Engineers (IEEE)

Over the course of its relatively brief history, UBT has demonstrated noteworthy advancements, particularly in the realms of graduates' employability. Since its establishment, UBT has conferred degrees upon a substantial number of graduates, many of whom have assumed prominent roles in leading positions and organizations within the Kingdom and abroad. The University's guiding principle and motto, "**Education for Job Opportunities**," underscores its enduring dedication to cultivating cutting-edge teaching and learning resources. This commitment ensures UBT's ongoing position as an exemplar of innovation and excellence, producing a cadre of prepared professionals and leaders poised for the workforce.

UBT's growth journey has been continuous, gradual, and visionary, guided by the Kingdom's Vision 2030 and the National Transformation Plan. It will, undoubtedly, continue to shape the University's trajectory for growth and expansion in the next five years.

UBT's latest strategic planning (2024-2028) indicates a promising era of growth and development. To support this new strategic plan, UBT has undertaken a comprehensive review of its organizational and governance frameworks. This meticulous examination aims to fortify these structures, ensuring they actively facilitate and propel the university towards the realization of its mission, strategic goals and objectives.

3. UBT Strategic Plan 2024-2028

As UBT charts its future towards achieving its ambitious goals 2024-2028, it must align its actions and strategic priorities with its three fundamental components: vision, mission, and the core values. In view of this, and as part of the strategic conversations, UBT stakeholders were actively involved in reviewing and as appropriate revising these three components to better align with the university’s culture and future direction. The process was context-driven, guided by information gathered from the market research, SWOT analysis and stakeholder analysis as well as the overall direction given by the members of the Board of Trustees and UBT management team. The review process resulted in the following revised UBT’s vision and mission statements and core values.



UBT VISION

“To be a leading university nationally and recognized internationally in education and research for the advancement of society.”

UBT MISSION

“To contribute to society through the pursuit of high-Quality market-driven undergraduate and graduate programs and executive education that prepare competent professionals, future leaders, and entrepreneurs, and applied research with tangible impact on the economy and community”



UBT CORE VALUES

In all that we do, we strive for demonstrating Passion, Responsibility, pursue Excellence, embrace Diversity, Integrity, and Creativity through power of Transformation.

Our Values **PREDICT** our Future

Passion

Being positive, enthusiastic, taking pride in what we do, with the spirit of nothing is impossible



Excellence

Pursuing and sustaining the highest quality standards in all that we do through continuous lifelong learning



Integrity

Acting with dignity and honesty while adhering consistently to the university ethical and professional codes, which are aligned with Islamic values



Transformative

We recognize and celebrate the transformative power of education and harness the resources of the University to enable students to realize their ambitions and potential



Responsible

Serving as a catalyst for positive change and advancement of society



Diversity

Dealing fairly, respectfully and encouraging cultural diversity through inclusion of various perspectives, traditions and experiences



Creativity

Finding new ways to do things; being creative, flexible, and a change agent for the betterment of society






UBT Strategic Plan Model (Figure 1) provides an overarching perspective of the drivers and strategic focus areas and enablers needed to guide the university’s strategy in the next five years. The model extends from the previous planning cycle, to include three strategic imperatives that will shape higher education in the next decade and align with the KSA Vision 2030: **Sustainability, Digital Transformation, and Internationalization**. These imperatives cut across the four strategic themes and four strategic enablers, to help UBT re-imagine and re-engineer its path into the future. These are institutional imperatives, not just desirable possibilities.

Figure 1 : UBT Strategic Plan Model



The following explains UBT’s three strategic imperatives with examples.

Strategic Imperatives	Description	Examples
 <p>Sustainability</p>	<p>Through sustainability, UBT intends, within its core capabilities and resources, to educate learners, its faculty, and staff as well as the wider community on sustainable development. It also intends to address societal challenges and reduce environmental and social footprints of its campus operations, empower students and staff to act and make sustainability a central priority.</p>	<ul style="list-style-type: none"> ● Create awareness among its internal community of faculty, staff, and students on SDGs. ● Integrate ESD and embrace SDGs within curriculum, extra curriculum and teaching and learning practices. ● Promote sustainability and SDGs as part of UBT’s research priorities areas. ● Embracing sustainability in the Community (i.e., awareness campaigns among the community, vocational training to implement SDG solutions, Play a lead role in policy development and advocacy for sustainable development ● Embed SDGs in UBT Governance, Culture and Operations ● Green Campus Environment: Sustainable practices towards greener campus (The UI GreenMetric World University Ranking)
 <p>Digital Transformation</p>	<p>By embracing digital transformation, UBT intends to leverage technology to improve and transform the University’s business processes to create a unique and responsive environment that transforms students’ lifecycle experience and staff working environment.</p>	<ul style="list-style-type: none"> ● Leading edge technology enhanced education (i.e., online, blended, flipped learning, technology enhanced education + exploiting AI potential) ● Campus ICT management system ● Digitalized student lifecycle experience ● Digitalized staff working environment. ● Digitized business intelligence system/ dashboards
 <p>Internationalization</p>	<p>UBT intends to embrace internationalization as a holistic strategy that supports the compacts with the UBT strategic plan 2024-2028 and a means to enhancing the quality of education and research for all students and staff, and to make a meaningful contribution to society.</p>	<ul style="list-style-type: none"> ● International student recruitment ● Student mobility programs (outbound / inbound) ● Faculty international recruitment and engagement/ faculty exchange programs ● International ranking and recognition ● International collaborations for research and curriculum development and delivery including joint certification.

To facilitate the execution of this strategic plan a Teaching and Learning (T&L) Strategy 2024-2028 is developed. The strategy defines UBT's distinctive approach to learning and teaching and identifies the skills, competencies and supports needed to position the University as one of the leading universities in the Kingdom of Saudi Arabia. It provides a comprehensive and highly focused roadmap for UBT to revamp its portfolio of programs and the curriculum and cultivate a transformative student-centric learning experience. Hence, many of the objectives, initiatives and measures described under each theme in this strategic plan document are embedded in the T&L strategy.

4. UBT Governance Framework

UBT's Governance Framework is meticulously crafted to streamline decision-making processes, establish accountability to internal and external stakeholders, and foster transparency. It upholds a participatory approach, affording diverse stakeholders—such as university shareholders, Executive Management, faculty, staff, students, and members of the broader community—a substantive role in guiding decisions and overseeing operations. This collaborative dynamic, rooted in shared responsibilities and interdependence, forms the bedrock of active participation and accountability within the university.

UBT has established a diverse range of Boards, Councils, and Committees, both standing and ad-hoc, to fortify its operational framework and enhance decision-making processes. Councils are typically higher-level governing bodies responsible for making strategic decisions and providing oversight for the entire university or specific major areas within it. Comprised of high-ranking officials (occasionally may involve external experts), these bodies are charged with a multitude of responsibilities, including defining the overarching strategic trajectory and priorities for the university, formulating high level policies, ensuring compliance with legal and regulatory requisites, and monitoring aspects of the university strategic plans and projects, etc. These Councils may further establish committees to fortify their operational capacities.

In contrast, Committees constitute smaller groups often established by Councils or other governing bodies and members of the executive management. They are formed to concentrate on domains or tasks. Committee members are selected for their proficiency, direct involvement, or keen interest in the committee's specialized area. Their functions span a spectrum of tasks, encompassing conducting in-depth analysis and making recommendations on specific issues or projects; implementing policies or initiatives within their area of focus; discussing proposals, new initiatives and projects and recommending them to councils, etc.

The following section delineates the tiers and constituents of the university's governance framework.

- **The Board of Trustees (BoTs):** is the corporate body holding responsibility for ensuring the capacity of the University to fulfill its mission for current and future stages of the university. The Board plays an integral role by providing oversight and input regarding the University's large scale strategic goals, projects, and its financial and physical resources, and by advocating for the University locally and regionally. It undertakes the legal authority at the university and is the main supervisory body of UBT.

- ▶ **The University Council (UC):** Chaired by the University President, the University Council oversees and monitors all the institution's academic, students related, administrative, and financial affairs. The UC has responsibility for the development and implementation and oversight of the university's five-year strategic plan and for ensuring the university's strategic goals are met in an effective and efficient manner. The University council is supported by three standing committees which are 1) the Strategic Planning, Risks and Resources Committee 2) the Institutional Quality Committee and 3) The Students Recruitment, Admissions and Registration Committee.

- ▶ **The Academic Committee:** Chaired by the VP for Academic Affairs, The Academic Committee and reporting directly to the University President; the academic committee involves providing guidance on various aspects of academic and scholarly affairs. This includes offering recommendations on defining the University's academic mission, refining the quality of academic programs, fostering a culture of innovation and teaching excellence, formulating, monitoring, and evaluating academic policies, and promoting an environment conducive to research and scholarly pursuits. It takes lead into articulating UBT community engagement strategies as well. Additionally, it offers advisory insights on student performance and advocates for appropriate academic standards. The Academic Committee is instrumental in providing input to the Students Experience Committee and the Scientific Council.

- ▶ **The Scientific Council:** The Scientific Council is entrusted with the comprehensive oversight of all scientific affairs at the University. This encompasses the formulation and enforcement of policies and regulations pertaining to the recruitment and advancement of teaching staff, faculty loaning, validation of scientific degrees, and related areas. Additionally, the council holds authority over policies and procedures governing research, scholarly pursuits, and graduate programs and courses. It plays a pivotal role in coordinating with colleges on matters concerning graduate studies and provides recommendations to the President and the UC on the establishment of new graduate programs or significant revisions to existing ones.

- ▶ **The Student Experience Committee:** The Student Experience Committee takes a comprehensive approach in monitoring and enhancing the holistic UBT student journey, encompassing both academic support and non-academic facets. Its responsibilities extend to the approval and oversight of a diverse range of university programs and initiatives, commencing from a student's first day at the university to the day they graduate. The committee also plays a pivotal role in advising the University Council (UC), the President, and the Vice President for Academic Affairs (VPAA) on pertinent national and international trends and innovations in the realm of student experience enhancement and closely monitor all factors affecting the student experience and its efficiency.

- **Colleges and Departments' Councils:** Each College and Department within Colleges shall set- up under resolution by UBT's President and upon the approval of the University Council their own councils. The College Councils (CCs) are chaired by the Dean and are concerned primarily with overseeing all strategic academic and administrative matters of the College in accordance with UBT's policies and bylaws. It is charged with ensuring the effective planning and performance of Colleges' operations as well as maintaining its portfolio of its offerings of to the highest quality standards. The College Council is also responsible for identifying the Colleges and various Departments direction regarding both research and community engagement in line with UBT's institutional scientific research and community engagement strategies and oversee the overall student experience. The Department Council (DC) on the other hand is chaired by the Head of the Department and is perceived as an integral component in the academic governance system of UBT. It is responsible to the College Council for all academic and administrative affairs of the Department. They ensure the effective planning and performance of department's operations and oversee the rigor and quality of programs and the teaching and learning practices. The DC has the responsibility of implementing UBT academic quality assurance system at the level of individual programs and courses; this involves leading programs and courses' evaluations and reviews.

Committees & Informal Working Groups

- **Committees:** Boards/ Councils and members of UBT Executive Leadership may establish committees which are of an academic, administrative, or academic support nature to assist inperforming their different functions and exercising their powers. Committees may be formed for several purposes, for example they may have power to make decisions about some matters such as admission to programs or approving minor changes to courses; they may have oversight of some UBT's process, or they may provide recommendations and advice to a higher council or board. These committees may be:
 - ✓ **Standing Committees (with constant objectives):** A standing committee is a permanent committee established to handle specific ongoing tasks or responsibilities within a university. It has a set of constant and well-defined objectives that it consistently addresses. Members of a standing committee are typically appointed for longer terms and may serve multiple cycles.
 - ✓ **Ad-hoc Committees:** An ad-hoc committee is a temporary committee formed for a specific, time-limited purpose or to address a particular issue. It is not a permanent fixture and exists only until its objectives are met or the issue is resolved. Members of an ad-hoc committee are selected for their expertise in the specific matter at hand.

The manual clearly outlines the procedures for establishing, operating, and dissolving both standing and ad-hoc committees. It specifies the criteria for committee membership, the authority vested in them, reporting mechanisms, and the process for making decisions.

The manual ensures that the formation and activities of these committees are conducted in an organized and regulated manner.

- **Informal Working Groups:** There may be a need to establish working groups or teams by members of the Executive Management, specific boards, or councils in the course of their duties. Working groups are assembled to accomplish a particular task, delve into a specific issue, or supervise certain work. However, they typically do not possess the authority to make decisions and are thus not encompassed within the purview of this governance framework. Nevertheless, it is crucial to differentiate between formally established committees and emergent working groups. Examples of such working groups may include Task Force on Sustainability, created to develop and implement sustainability initiatives across campus or a Crisis Response Team, formed in response to emergencies or major disruptions.
- **Executive Management:** Executive Leadership encompasses those individuals at the highest level within the university, responsible for strategic decision-making and setting the long-term direction. They formulate policies, drive major initiatives, and are accountable to stakeholders for the institution's overall performance and sustainability. They hold specific executive powers conferred on them by authority of the Board of Trustees. These include the President and the Vice Presidents. The appointment and performance evaluation of members of the Executive Leadership is usually carried out by the BoTs who may delegate the responsibility to the President in the case of the VPs.
- **Management Positions:** In contrast, the management operates at a lower level, overseeing specific functions and departments. They refer to those positions established to support the functions of the Executive Leadership of the University and entail a focus on executing the plans established by executive management, ensuring day-to-day operations run efficiently, and managing teams to achieve specific goals. These include all Deans' level positions, Directors and Heads of Departments and Units. Such staff members are accountable to the Executive Leadership in accordance with their portfolio of activities and reporting lines.

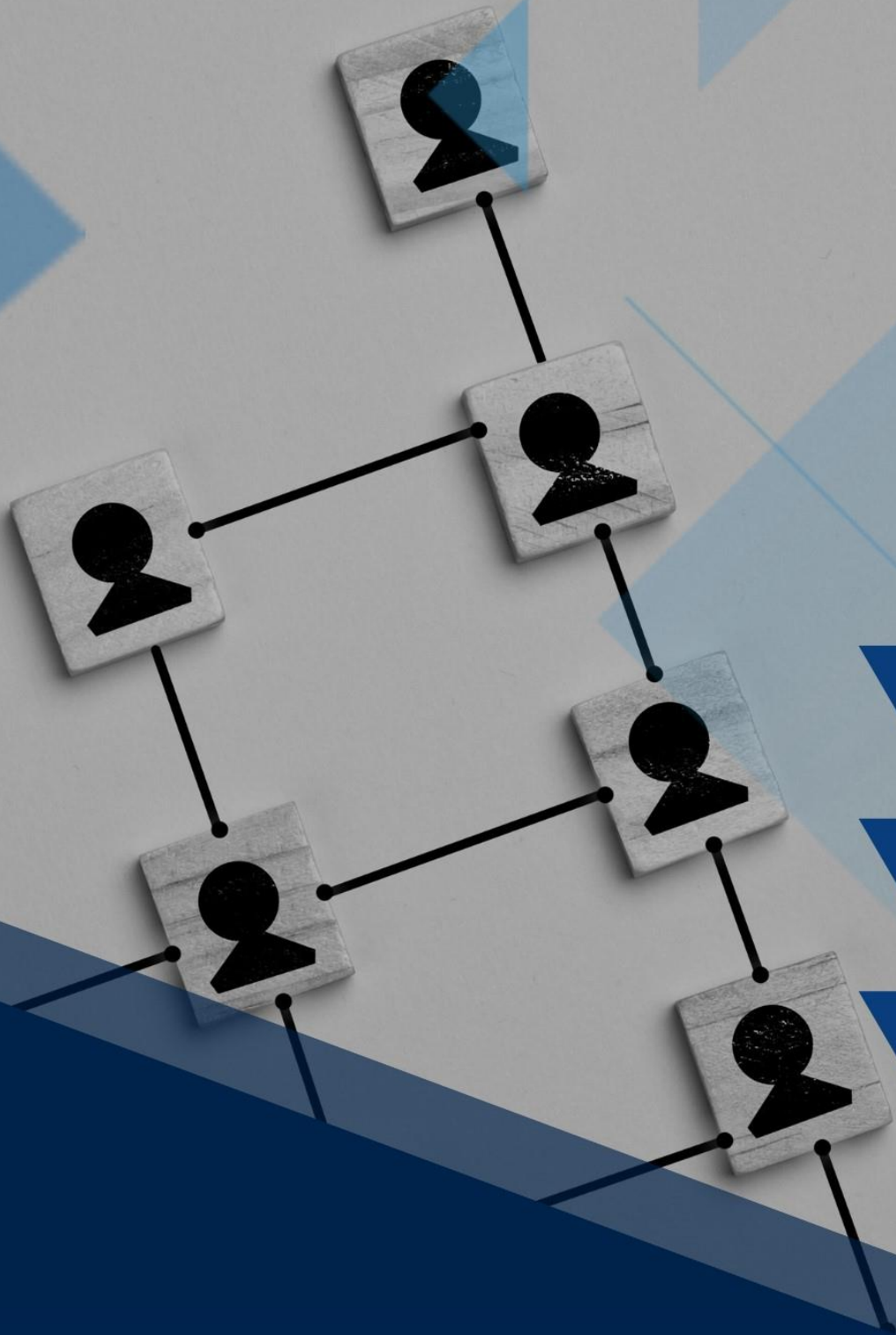
While both levels contribute to the University success and need to coordinate together, Executive Leadership is concerned with high-level strategy and sustainability, while management is more involved in the practical implementation of these strategies.

The terms of reference for the various University Boards/ Councils and Committees formed at UBT are outlined in this Manual and are developed in line with international good practice and the requirements, nature, and the specific context of UBT. It also takes into consideration

the requirements of the Ministry of Education and the National Commission for Accreditation in KSA.

In addition, the Manual includes the job description of all members of the Executive Leadership and Management and is supported by a delegation of authority matrix (separated excel sheet document).

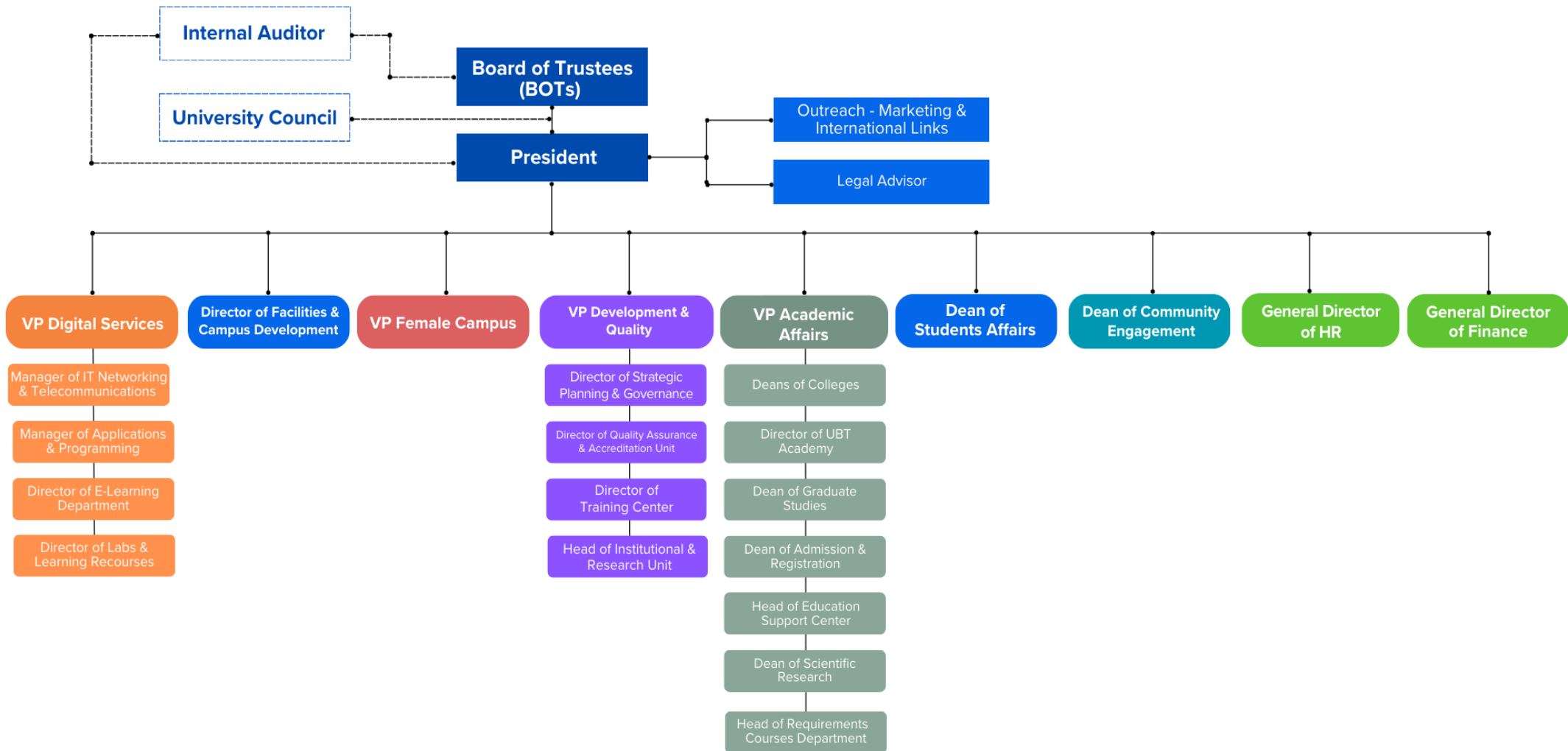
At the core of the Manual are the Code of Ethical Conduct and Responsibilities of Members of Various Boards and Committees and the approach for evaluating the effectiveness of university governance. The Manual also includes various supportive templates to be used in the implementation of the Governance System at UBT.



PART II: UBT ORGANIATIONAL STRUCTURE

EXECUTIVES & SENIOR MANAGEMENT ROLES & RESPONSIBILITIES

UBT Organization Structure



Part II: UBT Executives and Senior Management Roles and Responsibilities

1. The University President Division

1.1. The University President

UBT President is appointed by the Board of Trustees (BoTs) and reports directly to the Chairman of the Board Trustees. He/she is responsible for articulating and overseeing the effective implementation of the university's strategic direction as approved by the BoTs. The role of the President involves academic and administrative leadership, financial stewardship, and compliance. Additionally, the position focuses on advancing the university's reputation, fostering partnerships, and maintaining stakeholder relationships. The President is also responsible for recommending and making appointments of members of the executive management, delegating authority and overseeing the implementation of the university governance framework.

As the University's leader, the president collaborates with a wide range of internal and external stakeholders to define the vision and set the direction for the institution.

In summary the president has oversight of all academic, financial, and administrative functions of UBT and for ensuring compliance with all relevant legislative and regulatory requirements of the Ministry of Education and any other relevant regulatory and government agencies. He/she is as an *ex-officio* member of the BoTs and Chairs the University Council.

The President works closely with other members of the Executive Management, i.e. the Vice Presidents, Dean of Students Affairs, General Director of HR, Finance and others to ensure that the vision, mission and the strategy are understood, shared and implemented across UBT.

Roles and Responsibilities of the President include:

- Defining the University's strategic vision, mandate, and direction, and identifying opportunities to advance and deliver on that vision, mandate, and direction.
- Leading the development and ensuring the effective implementation of UBT's strategic goals, objectives, projects, and initiatives in alignment with the University's overarching mission.
- Providing academic and administrative leadership of the highest quality and being accountable for all academic as well as administrative activities of UBT.
- Supervising the implementation of the university bylaws, policies, and regulations as well as any resolutions made by the Board of Trustees and the University's Council and ensuring the university's full compliance with both internal and external regulations.
- Championing the University's advancement initiatives and campaigns and develops diversified revenue streams to ensure the long-term financial viability of the University.
- Ensuring the finances of the University are in good health through securing funding,

enhancing student enrollment and diversifying revenue streams so that the university can achieve financial sustainability.

- Exercising oversight over the operational and fiscal management of the University and ensuring the financial management of the University remains in line with good corporate and fiscal governance.
- Supervising the development of UBT's long-term and annual budget, presenting it to the BoTs and once approval obtained, ensuring appropriate allocation and reallocation of funds as required.
- Creating a professional working environment that upholds UBT's PREDICT core values and promotes teamwork, integrity and high standards of excellence.
- Fostering a culture of excellence and common purpose across all sectors of the University, ensuring a steadfast focus on the University's mission.
- Representing the University in the KSA, the region and internationally to advance the university's mission and vision and its reputation.
- Initiating and establishing external partnerships locally, regionally and internationally in line with the strategic direction of the University
- Developing and maintaining positive and productive relationships with a wide range of internal and external stakeholders including the BoTs, faculty, students, staff and alumni, community leaders, government and granting agencies and other educational institutions and providers
- Preparing regular reports (semi-annual) for the BoTs which include financial, academic and the status of the Strategic Plan, as well as other reports explaining the development of the institution and any challenges it may encounter.
- Initiating/ Approving the formation of Councils and Committees both standing and ad-hoc to support the institution strategic priorities.
- Building a senior Executive Leadership team committed to working towards fulfilling the vision, goals, and priorities of the university to ensure long-term sustainability of the University. This involves recommending to the BoTs the appointment of the University's Vice Presidents and other members of the senior management
- Appointing Deans of Colleges and those of other auxiliary Deanships as well as heads of departments and deputies in accordance with UBT's internal regulations
- Approving recommendations for faculty and staff appointment, promotion, and termination from amongst the Saudi and non-Saudi teaching staff
- Appointing, monitoring and evaluating the performance of the staff reporting directly to him (other than VPs, Deans of Graduate Studies and Scientific Research, etc.)
- Delegating some of their responsibilities and powers to the University's Vice Presidents, and other members of the Executive Management.
- Serving as a member on the BoTs and chair the University Council as well as any other committees in accordance with UBT's Governance Framework.

1.2. Director of the President's Office

The Director of the President's Office manages all activities, functions, and communications of the President and coordinates and supervises the workload of any other administrative assistants. He/ she shall provide a comprehensive, proactive and confidential executive support service to the President, with a particular focus on effective management of diaries, internal and external communications, and information systems.

Roles and Responsibilities of the Director of the President's Office include:

- Offering proactive and streamlined organizational and secretarial support to the President.
- Handling the budgetary responsibilities of the President's Office, including annual budget development and administration.
- Acting as the main liaison for individuals wishing to engage with or communicate with the President.
- Managing the President's calendar and schedule, which encompasses travel, meetings, councils and committees' meetings, and events.
- Arranging and coordinating appointments and meetings of the President.
- Handling the President's internal and external communications and correspondence in a professional, timely and appropriate manner.
- Facilitating the dissemination of information pertaining to councils, committees, working groups, and meetings involving the President. This includes electronic coordination of agendas, accompanying documents, attending meetings, and taking minutes and dissemination of outcomes and follow-up on actions.
- Providing timely advice to the President regarding upcoming internal and external tasks, as well as critical deadlines
- Independently researching confidential, controversial and restricted data/information other material as required by the President to support specific decisions.
- Preparing and circulating the President's regulations, decisions, and circular letters
- Providing a fully confidential and efficient filing system for the President's Office
- Organising and hosting high profile events and visits, liaising regarding bookings and negotiating with venues as required
- Working with University Outreach, Marketing and International Links Director to plan and develop comprehensive media, PR, community relations, and marketing plans as appropriate.
- Managing the President's database of contacts.
- Attending meetings with the President, taking notes, following up on actions (if any)
- Executing any other duties as directed by the President in line with the scope of his/ her work.

1.3. Director of Outreach, Marketing and International Links

The Director of Outreach, Marketing, and International Links, reporting directly to the University President, holds a pivotal role in steering UBT's global outreach efforts. With a comprehensive portfolio of activities, this position encompasses planning, developing, managing, and executing multi-faceted media, public relations, and internal/external communications strategies. This extends across diverse media channels, with special emphasis on social media, to foster and fortify UBT's robust presence on a local, regional, and international scale. In addition, the Director leads strategic initiatives aimed at cultivating and nurturing valuable international partnerships and collaborations, further elevating UBT's global standing.

Roles and Responsibilities of the Director of Outreach, Marketing and International Links include:

- Overseeing the establishment and the nurturing strategic partnerships and collaborations with international institutions, organizations, and stakeholders to enhance the University's global presence and opportunities (based on the recommendation of the UC and approval of the BoTs).
- Developing and executing an international outreach strategy that promotes the University's programs, research, and initiatives on a global scale, with a focus on attracting international students and faculty.
- Coordinating international events, conferences, and activities that showcase the University's contributions to global education, research, and innovation.
- Conducting market research and analysis to identify international trends, opportunities, and challenges that inform the University's outreach and marketing strategies in the global context.
- Overseeing the comprehensive communications portfolio, both locally and internationally, to ensure that messaging and branding effectively resonate with diverse national and global audiences. This involves facilitating seamless cross-cultural communication, thereby safeguarding UBT's brand integrity and consistently promoting a positive image of the University.
- Developing the media, PR and communications operational plan ensuring its alignment with the university's strategic plan and preparing the communications budget
- Planning, coordinating and implementing an effective internal and external public relations program designed to keep the public informed of UBT's programs and achievements.
- Managing day-to-day relations with the media, to include handling media queries, media interviews, and press conferences, preparing news releases and media kits, and promoting story lines; serves as the University's spokesperson on highly sensitive, complex or emergency situations.
- Leading and managing all public relations, university events, conferences and other relevant activities
- Managing internal and external communications to a high standard and using effective methods for dissemination
- Providing strategic communications advice to the President and other members of the Executive Leadership team
- Managing crisis, in consultation with the President, through providing effective communication internally and externally
- Overseeing the development of university print and online marketing and communication materials including brochures, website content and the use of social media to promote the University.
- Providing expert consultation, advice, and assistance to the UBT President, VPs, members of the Executive Management, as well as faculty and teaching staff regarding providing public information, how to address the media, how to develop a message, and how to prepare for interviews.

- Writing, reviewing, and editing materials for a variety of sources including website media, social media, articles, and reports as appropriate.
- Creating and monitoring analytics and compiles quarterly metrics related to media outreach efforts.
- Managing and evaluating the performance of the communications team efforts
- Preparing high level reports and media briefings

1. 4. The Legal Advisor

The Legal Advisor reports to the University President. He/she negotiates and oversees the drafting of contracts and manages all legal-related matters of the entire University.

Roles and Responsibilities of the Legal Advisor include:

- Crafting and leading a comprehensive legal strategy aimed at safeguarding and advancing the University's interests.
- Formulating and executing the legal affairs operational plan, aligning it closely with the university's strategic objectives, and overseeing budget allocation.
- Offering proactive legal guidance and support to the President, Vice Presidents, and other members of the Executive Management, addressing an array of legal matters and concerns.
- Directing negotiations and overseeing the meticulous drafting of contractual agreements, memoranda of understanding, and other legal documents to ensure their accuracy, coherence, and adherence to legal standards.
- Ensuring that all contracts not only serve the best interests of the University but also comply meticulously with relevant KSA laws and regulations.
- Managing all litigation and business disputes with internal and external stakeholders
- Providing legal advice to the Executive Leadership team on legislative and regulatory requirements affecting the University
- Safeguarding the University's intellectual property through comprehensive protective measures.
- Analyzing and summarizing complex legal documents of relevance to the University
- Maintaining the University's legal standing across all facets of its operations, ensuring full compliance with applicable laws and regulations.
- Maintaining proper interactions with the relevant local and federal governmental bodies, and legislatures.
- Ensuring the University meets all relevant legislative and regulatory requirements.
- Managing and evaluating the performance of the legal affairs team
- Serving on committees as required per the University Governance Framework.

1.5 General Director of Finance

The General Director of Finance reports to the University President and supports the development of the university budget, providing financial advice and human resource support to various divisions of the University. He/she ensures that the university's finances are in sound health and that all financial transactions follow the policies, procedures and processes of the University and with those of the government and other relevant regulatory bodies in KSA.

The role of the General Director of Finance is also central to operational and strategic planning, working closely with different sectors, units, stakeholders, and investors to ensure that the University's priorities are accomplished.

Roles and Responsibilities of the Director of Finance include:

- Directing and overseeing the general administration of financial and all accounting matters of the University.
- Leading the preparation, management and monitoring of the planning and budgeting processes across the University to ensure the institution is well-resourced and financially sustainable.
- Prepare UBT's short- and long-term financial plans to support UBT's strategic and operational.
- Provide advice and guidance to UBT members of Executive Leadership for the preparation of their estimates and budgets.
- Preparing a consolidated budget to present to the President and subsequently presenting it to the BoTs for approvals.
- overseeing the university's investment portfolio, ensuring it aligns with the institution's financial goals and risk tolerance.
- Conducting financial forecasting and modeling to support strategic decision-making and long-term planning.
- Developing and implementing strategies to manage financial risks, including the appropriate level of insurance coverage.
- Developing the Directorate of Finance operational plan in alignment with the university's strategic plan as to enable various the Divisions, Colleges and other departments to achieve their objectives and support the optimal operations of the University in the three core functions of teaching and learning, research and community engagement.
- Supporting the Divisions, Colleges, Deanships, and other departments in the development of their annual budgets in line with UBT's planning cycle and overserving the management of such budgets in line with the university internal regulations and controls
- Overseeing all financial functions including accounting, budget, credit, insurance, and tax
- Guiding and overseeing the financial operations of the University and ensuring that good financial governance is in place.

- Managing the university's cash flow to ensure it meets operational needs and investment goals.
- Developing and implementing strategies to manage financial risks, including the appropriate level of insurance coverage.
- Overseeing the University procurement process in alignment with established procedures and practices
- Negotiating and executing purchase orders or vendor contracts as needed to support the critical business needs.
- Establishing and maintaining measurable performance metrics for all levels of procurement activities to include but not limited to supplier performance, supplier quality, internal order placement performance, etc.
- Identifying and actualizing cost-saving and cost-reduction opportunities
- Leading the development and implementation of all financial, budgeting, accounting, and other pertinent policies and procedures related to the university's business operations, including purchasing, inventory management, and equipment replacement.
- Ensuring that all financial operations are in line with the university's financial policies, procedures and processes and in accordance with the relevant legislative and regulatory requirements of the government of KSA.
- Overseeing the monthly pay roll and ensuring its security, integrity and confidentiality
- Ensuring procurement and purchasing are in line with approved university policies and procedures.
- Providing financial advice to the Executive Leadership team as required and ensuring timely and accurate financial reporting to various stakeholders, including the Board of Trustees, government agencies, and internal management.
- Managing and evaluating the performance of the staff members of the Finance Directorate
- Chairing the Finance and Budgeting Committee and serving on various committees as per the University Governance Framework.

1.6. General Director of HR

The Director General of HR reports to the President and holds the crucial responsibility of providing strategic direction and overseeing the execution of all Human Resources functions, policies, procedures, and activities across UBT's various campuses. The Director plays a pivotal role in fostering and maintaining a positive employment relations climate across the institution, ensuring the efficient implementation of HR policies and procedures that align with the University's mission, PREDICT core values and strategic goals. Additionally, the Director collaborates closely with the Training Center and Colleges' Deans to identify training and development requirements of faculty and staff, formulate plans, and evaluate the effectiveness of professional development initiatives for UBT faculty and teaching staff.

Roles and Responsibilities of the Director General of HR include:

- Actively engaging in the university's strategic planning process, preparing both short and long-term HR plans to ensure the availability of sufficiency and adequacy of skilled human resources capable of achieving UBT's strategic and operational goals.
- Collaborating with the university's Executive Leadership and leadership to analyze, interpret, and project workforce trends. This includes identifying and tracking vital HR metrics such as vacancy, retention, turnover rates, as well as demographic shifts within the UBT workforce.
- Developing and regularly evaluating and reviewing UBT's comprehensive framework, encompassing all HR related policies, procedures, and guidelines; this includes but is not limited to those covering recruitment, retention, development, promotion, rewarding, termination, etc. This guarantees the HR policies and procedures continue to comply with external regulations, are fit for purpose and enable the effective functioning of the HR department. All policies will be subject to approval and endorsement by the UC and the BoTs.
- Formulating the HR Department's annual operational plan in alignment with the university's strategic vision. This plan will serve as a blueprint for divisions, colleges, Deanships, and other departments, enabling them to attain their objectives and bolster the University's seamless operations.
- Ensuring the fair, consistent and equitable application of human resource policies, procedures, and government regulations throughout the University.
- Operationalizing and overseeing the execution of all human resource services and processes (i.e., recruitment and retention, performance management, remuneration, recognition and rewarding, termination, workload, employees' health and well-being, etc.) at UBT in accordance with the university's internal regulations and the law of the kingdom.
- Offering support and assistance to the Executive Leadership team in the recruitment process for leadership positions, faculty, and staff. Ensuring that the recruitment procedure adheres to principles of fairness, transparency, and complies with established human resources policies and procedures.
- Cultivating a nurturing work environment that fosters creativity, innovation, engagement, and respect in alignment with UBT's mission, core values, and cultural ethos. This encompasses the formulation and execution of a robust staff retention policy and procedure, as well as offering expert guidance to the Executive Leadership team on matters pertaining to salary scales, incentives, rewards, promotions, and more.
- Serving as an advocate for UBT employees by listening and becoming aware of their needs and concerns, sharing this information with university executive management, researching best practices, and offering options for leaders to consider.
- Undertaking annual skill gap analysis (for both academic and non-academic staff) against job requirements and develop in coordination with the Training Center a master plan for competency development.
- Working closely with the Training Center to identify staff training needs, devise

developmental plans and assess the impact of such plans.

- Implementing strategies and initiatives to cultivate leadership excellence, fortifying the UBT management team's adaptability to change while fostering a culture of continuous growth and innovation.
- Organizing and overseeing new staff induction programs, and when relevant, collaborating with various divisions and colleges that may be organizing similar activities.
- Collaborating closely with the VPAA and the Deans of the Colleges to effectively handle all aspects of part-time faculty management, from recruitment to performance evaluations and contract renewals, in accordance with university policies.
- Providing consistent guidance to employees and supervisors on matters related to performance, disciplinary issues, and grievance procedures. Additionally, conducting necessary investigations and offering recommendations for a course of action.
- Maintaining up-to-date records of members of the UBT management, faculty and staff, while upholding the confidentiality and integrity of human resource documents.
- Creating and executing strategies for succession planning, guaranteeing a seamless transition of leadership both into and out of specific positions.
- Leading, mentoring, managing and evaluating staff under the directorship of HR.
- Serving on committees as per the University Governance Framework.

1.7. Director of Facilities and Campus Development

The Director of Facilities and Campus Development reports to UBT President and plays a pivotal role in ensuring the seamless operation and sustainable growth of a university's facilities and physical infrastructure. This multifaceted position encompasses a wide range of responsibilities, from long term planning and risk assessment to overseeing day-to-day operations and managing vendor relationships. The Director leads initiatives in sustainability, energy efficiency, and waste reduction, contributing to a greener and more environmentally conscious campus. Additionally, the Director works closely with the university leadership, colleges, academic and student related departments and administrative units to understand their facility needs, ensuring a conducive environment for learning and research and a positive student experience.

The Director is also responsible for overseeing the evaluation of facilities to ensure the campus environment continues to support the university's mission and strategic priorities.

Roles and Responsibilities of the Director of Facilities and Campus Development include:

- Managing in close coordination with different stakeholders, the development and successful execution of the University's Campuses' Masterplan and Capital plan ensuring that both present and future facilities and infrastructure needs, and sustainability objectives are met and aligned with the university strategic plan and priorities.
- Supervising the continuous development, maintenance, renovation, and upgrading of all university facilities across multiple campuses, while routinely conducting thorough

evaluations of the facilities and campuses with the active engagement of various stakeholders.

- Collaborating with academic departments, administrative units, and other stakeholders to understand their requirements and needs.
- Ensuring full compliance with local and governmental regulations related to facilities and campus development.
- Leading UBT sustainability efforts, including green campus project and implementing other initiatives to reduce environmental impact such as waste and recycling practices, investing in renewable energy sources like solar panels or wind turbines, sustainable landscaping, etc. among others.
- Developing, implementing, enforcing and maintaining health and safety protocols and procedures.
- Identifying and mitigating risks associated with facility operations and development.
- Providing stewardship by ensuring the University's facilities and equipment are well-managed and that projects are designed and built with high quality. Taking a proactive approach to improve services, especially in important areas.
- Tracking expenses, forecasting future costs, and making cost-effective decisions. This includes looking at ways for maximizing space utilization for efficiency and effectiveness.
- Develop and implement the department/ directorship annual plan and prepare annual budgets in accordance while ensuring the efficient utilization of allocated resources.
- Developing, implementing, and periodically reviewing policies, procedures, and standards for planning, developing, and managing university campus and its associated facilities and equipment; including those pertinent to use of space, construction and environmental comfort; assessment of building and property needs; capital plans and optimization of space and maintenance; and make recommendations to the leadership and BoTs to ensure that the University makes sound investment decisions and efficiently manages its real estate portfolio and facilities.
- Overseeing the procurement process, which includes selecting vendors, contractors, and service providers in alignment with the university's standards and requirements. This involves negotiating contracts and actively monitoring work quality and the performance of different suppliers.
- Providing regular reports to university presidents and other members of the leadership on facility operations, projects, and initiatives.
- Supervising, monitoring and evaluating the performance of staff reporting to the Director position.
- Serving on committees as per the university governance structure.

1.8. Dean of Student Affairs

The Dean of Student Affairs, reporting directly to the University President, holds the crucial responsibility of overseeing the complete student journey at UBT. This encompasses ensuring the efficacy and proactive nature of all student support services, spanning from recruitment to graduation and alumni management. In alignment with UBT's mission and strategic priorities, the Dean places students at the core of the educational process. The Dean leads the supervision and administration of all student affairs operations, departments, activities, and programs. This involves coordinating communications, resources, information, and staff to address student needs effectively.

Furthermore, the Deanship is dedicated to furnishing students with an enriching and transformative learning environment. It endeavors to foster the development of the student's character, competencies, and capabilities by offering a wide array of comprehensive and responsive services, along with a diverse range of academic, social, cultural, and other activities.

Roles and Responsibilities of the Dean of Student Affairs include:

- Collaborating closely with fellow members of the university's executive management, colleges, and academic teams to articulate UBT's vision for providing a transformative learning experience for students.
- Guiding and overseeing various student support services, programs, and activities, including but not limited to student activities, counseling, student clubs, student civic engagement and volunteering, etc.
- Providing leadership and accountability for the administration, development, evaluation and enhancement of a dynamic set of student services and activities, underscoring accountability for providing responsive and innovative services that cater to student needs
- Creating, executing, and monitoring the implementation of the Deanship of Student Affairs' long and short-term plans to ensure that the university fulfills its mission and commitment to providing a comprehensive, transformative student experience.
- Developing the annual budget for the Deanship of Student Affairs based on the developed annual plan and in consultation with various stakeholders.
- Ensuring seamless coordination of all facets and functions of the Deanship across all campuses, guaranteeing a consistent and unified student experience.
- Developing vital collaborative partnerships with various administrative areas, College, and campus and community leaders to enhance planning and implementing strategic initiatives, resolving issues, and improving the quality of the student experience.
- Creating a vibrant university environment in which students may develop their talents and enjoy a rich learning experience.

- Collaborating closely with the Training Center to identify and address student development needs, supporting their academic, personal, and career growth.
- Supervising the coordination of orientation programs for new incoming students in consultation with the College and other relevant units, ensuring a smooth transition into university life.
- Designing and executing a student-centered plan to facilitate a seamless transition and adaptation of students throughout their two-year undergraduate experience across all colleges.
- Incorporating UBT institutional graduate attributes into the student university experience and evaluating how they are attained through the extra-curricular activities provided by the University.
- Promoting the integration of diverse student initiatives and programs centered around Sustainable Development Goals (SDGs) and sustainability.
- Leading the development of a range of activities and events that will help students make productive use of their free time, enabling them to acquire valuable learning experiences, take on responsibilities, and interact positively with individuals in both on and off-campus communities.
- Overseeing the development of a rich portfolio of programs and activities that are delivered through the Career Center which includes but is not limited to facilitating internships and part-time employment opportunities, developing employability skills, organizing workshops of relevance to students to help write CVs, search for jobs, etc. and organizing career fairs, among other initiatives.
- Planning and overseeing the delivery of services dedicated to student mental health and wellbeing through various departments' offices such as housing, the Medical Centers, Counseling Unit, Sports, and Recreation, etc.
- Leading the establishment of a comprehensive institutional plan to offer specialized care and support for students with special needs, ensuring they receive assistance throughout their university experience.
- Creating a conducive environment for student growth, curiosity, and achievements by facilitating clubs and associations, offering guidance and mentorship to foster responsible leaders and community members.
- Overseeing the implementation, maintenance, and enforcement of the University's Student Conduct Code and policies within the purview of Student Affairs.
- Developing and implementing diverse strategies and tools, including student surveys, focus groups and statistical data analysis, to assess the effectiveness and impact of all student affairs services and programs.
- Assuming responsibility for the selection, appointment and performance evaluation of Student Affairs staff in accordance to UBT's rules and regulations
- Chairing the Student Experience Committee and serving on the University Council and on different committees as per the University Governance Framework.

1.9. Dean of Community Engagement

The Dean for Community Engagement at UBT reports to UBT President and is responsible for directing the university-wide strategy for community engagement by aligning the community needs with UBT's capabilities and strengths. The Dean develops and establishes outreach, engagement, and community relation initiatives to promote community service activities and programs and implement business development plans and outreach that align with the university strategic plan.

He/ She s. Drives cross-departmental initiatives, shapes policies, and champions projects with revenue potential. The Dean is also tasked with nurturing relationships with partners and the community, advancing UBT's reputation through strategic communication, and ensuring impactful activities are delivered.

Roles and Responsibilities of the Dean of Community Engagement include:

- Developing, leading, and overseeing the university-wide strategic direction for community engagement in alignment with UBT strategic plan and in close collaboration with the colleges, the Deanship of Student Affairs, and other units within UBT. This involves a thorough assessment of community needs and a deep understanding of UBT's capabilities.
- Collaboratively working with diverse colleges, deanships, and units to determine how the University's resources, capabilities, and facilities can most effectively serve the community.
- Leading the efforts to systematically identify and analyze community needs and mapping these with UBT's existing capabilities.
- Formulating, executing, and evaluating the university- wide community engagement strategy and plan while also overseeing the development of associated budgets, development, evaluation and enhancement of community engagement activities across UBT.
- Staying abreast of evolving trends and developments in the Higher Education sector nationally and internationally related to the civic role of universities and providing guidance to various stakeholders on how to effectively respond to these developments. This encompasses exploring strategies for academic departments to seamlessly embed community engagement into their curriculum and research initiatives, including the integration of civic learning, volunteering activities, etc. within both co-curricular and extra-curricular activities of colleges.
- Partnering with cross-departmental teams and executive leadership to drive forward UBT's community engagement initiatives.
- Leading the development of all community-related policies and procedures, and presenting them to the CEC for thorough examination and discussion prior to submitting them to the UC for final approval.

- Driving the development of community-based projects, events, and activities that involve and benefit both the university and the local community; with an emphasis on initiatives that may lead to financial revenue generation.
- Cultivating and maintaining strong relationships with community partners, including local government, NGOs, businesses, and other educational institutions.
- Creating and executing a comprehensive communication strategy to effectively promote community engagement endeavors, both within the university and to external stakeholders.
- Representing UBT at public events and in media interactions related to community engagement, enhancing the university's reputation.
- Collaborating closely with the Office of Outreach, Marketing, and International Links to strategically promote the university's community-related activities and programs to enable the deanship to achieve its mission and strategic objectives.
- Overseeing the maintenance and expansion of UBT's Customer Relationship Management (CRM) database, guaranteeing that all pertinent stakeholders receive timely and consistent communication.
- Overseeing and regularly assessing the impact of community engagement activities of the University.
- Chairing the Community Engagement Committee and serving on councils and committees as per UBT Governance Structure

2. The Vice President for Academic Affairs Division

2.1 The Vice President for Academic Affairs

The Vice President for Academic Affairs holds primary responsibility for the leadership, administration, and strategic development of all academic aspects within the university. This involves the design of market-responsive curriculum, the establishment of all academic policies and procedures and the formulation of the institutional teaching and learning framework and strategy. This is in addition to setting the university's research and community engagement priorities to ensure excellence across the academic spectrum. The role entails comprehensive articulation of the university academic vision and strategy, strategic planning for the academic division and colleges, resource allocation, and resources utilization. Moreover, the VPAA is engaged with proactive faculty and staff development, including recruitment, training and promotion, all within a nurturing environment that fosters creativity, innovation, and collaborative teamwork.

Role and Responsibilities of the VPAA include:

- Driving, developing, and implementing UBT's academic strategy while monitoring academic progress against UBT's strategic goals and targets as defined in its Strategic Plan to ensure their achievement.
- Providing academic direction in the development of the university's strategic plan
- Co-ordinating all academic activities at local, regional and international levels that contribute to the University's mission fulfillment and the achievement of its strategic priorities.
- Overseeing the development of strategic and operational plans and budgets for all colleges and units under the VPAA sector, in accordance with university SP policy.
- Evaluating UBT's academic performance against its strategic and operational plans.
- Providing dynamic academic and administrative leadership to foster academic excellence throughout the university, cultivating a collegial environment that encourages scholarship, teaching, and learning.
- Upholding UBT's commitment to "Education for Employment," including revamping curriculum for market relevance, integrating innovative pedagogies like experiential learning and authentic assessment, and enhancing industry outreach, among other initiatives.
- Leading the development and implementation of UBT's graduate attributes, ensuring their effective integration within different curricula and cocurricular programs and activities.
- Leading the development and periodic evaluation and revision of all UBT's academic policies and procedures; including those governing curriculum design and development, student assessment, internship, research, scholarly activities, community engagement, teaching staff related policies, etc.
- Collaborating closely with the Dean of Scientific Research to advance an institution-wide research agenda in line with the university's vision, mission, and strategic priorities.
- Proposing (to the UC and BoTs) and cultivating strategic partnerships and relationships

with academic and professional organizations, both locally and internationally.

- Overseeing the implementation of internal quality assurance and enhancement processes across the academic functions of the University.
- Ensuring the effective and consistent delivery, evaluation and review of all UBT academic programs and curriculum.
- Leading, in collaboration with the Vice Presidency for Development and Quality, national and international program and college-level accreditations, as well as supporting any future institutional accreditation requirements.
- Leading UBT's Teaching and Learning Strategy, championing quality instruction, student success, and a rich student experience that meet the educational needs of students in a diverse learning community.
- Monitoring and reporting to the UC on the implementation of the University's Learning and Teaching Strategy and its translation within various colleges, along with the Colleges' progress in learning, teaching, assessment, and the student experience.
- Providing leadership and oversight for admission, registration, and student support services.
- Supervising the formulation of a holistic strategy aimed at augmenting UBT's revenue streams, focusing on both the ELA and the **Innovation and Consultancy Center**, operating under the Deanship of Scientific Research.
- Holding overall responsibility for the allocation and deployment of academic resources to fulfill the vision and mission of the University.
- Attracting, recruiting, developing, and retaining top talent, motivating the team, delegating effectively, and managing performance.
- Ensuring the highest levels of integrity and ethics in all academic activities of the university, and upholding UBT's core values among faculty, staff, and students.
- Advocating for the interests and values of the University both internally and externally.
- Appointing, in consultation with the President, all academic Deans and other academic staff members in their direct report and providing guidance and fair supervision.
- Collaborating with the College Deans in addressing issues related to faculty, programs, and students.
- Chairing the Academic Committee and serving on various University Council and committees as per UBT's Governance Framework.
- Acting on behalf of the President and representing the University externally as required.

2.2 Deans of Colleges

The Deans of various Colleges at UBT report directly to the Vice President for Academic Affairs, serving as the foremost academic authorities within their respective colleges. They play a critical role in aligning their college's strategic direction with the overarching goals outlined in the university's strategic plan. Additionally, they hold responsibility for overseeing the design, delivery, and assessment of programs to ensure the highest quality standards and for leading accreditation efforts in coordination with heads of departments.

In their capacity as academic leaders, Deans play a key role in driving innovation and the use of innovative student-centric pedagogies that are technology driven. Moreover, Deans, lead their college's research and community engagement agenda in line with the university-wide related strategies, emphasizing the integration of academia with the broader community. Moreover, Deans are responsible the development and execution of their colleges' strategic and operational plans and for the development of associated budgets and recruitment plans. They administer their college and departments with efficiency and effectiveness at the forefront of their approach. Furthermore, Deans have the crucial responsibility of attracting, hiring and retaining a sufficient number of high-quality faculty members, essential for supporting the college's programs and meeting the needs of current and future students.

Upholding ethical conduct and fostering a culture of good student behaviour constitutes also an integrate part of the Dean's role.

Roles and Responsibilities of Deans of Colleges include:

- Participating in the university's strategic planning process and working with other members of the Executive Leadership to promote and implement UBT strategic plan.
- Developing, implementing, and monitoring the College's long and short-term plans, including 5-year strategic plans and annual operational plans. In addition to assessing progress against such plans and producing periodic progress reports on the College's performance.
- Developing the annual budget for the administration of the College in consultation with Heads of Departments, ensuring alignment with UBT's budgeting process and the overarching objectives.
- Providing effective academic leadership and management of the College while fostering a positive and supportive work climate.
- Maintaining close working relations between the College and other Colleges and Deanships, including the Deanship of Graduate Studies and the Deanship of Scientific Research.
- Leading the expansion and continuous development of the College's portfolio of programs based on market requirements and in-line with UBT's strategic priorities.
- Collaborating closely with the College level advisory board to position the College and ensure that its programs and offerings are responsive to market needs and meet employers' expectations.

- Overseeing the implementation of quality assurance and enhancement processes within the College across all stages of the program life cycle.
- Playing a key oversight role in the annual and periodic assessment of all programs within the respective college in-line with the university's respective policies and procedures.
- Leading the College's efforts towards achieving program-level national and/or international accreditation for various programs offered within the College.
- Leading the development and revision of college-level policies, procedures, and strategies in relation to academic and student matters.
- Ensuring that the College has articulated and implemented a Learning and Teaching Strategy in-line with the University Learning and Teaching Strategy and Framework.
- Supporting, in collaboration with the Heads of Department, the Deanship of Admissions and Registration, in attracting and recruiting high-quality students to various programs and ensuring their successful progression until graduation.
- Approving recommendations made by the Heads of Departments in regard to the acquisition of textbooks and other reference materials and communicating with the VP Digital Services in accordance.
- Collaborating closely with the Deanship of Research and the Vice President for Academic Affairs on defining the college's research directions and plan.
- Establishing and nurturing a sound research culture among both faculty/ teaching staff and students
- Taking lead to articulate the College's strategic priorities for community engagement and manage services to the community as an integrated part of the activities of the College and in-line with the Deanship of Community Engagement.
- Developing and nurturing business, industry, and professional organizations linkages to support the quality of the academic programs and their delivery.
- Attracting and retaining highly qualified academic and teaching staff
- Making recommendations to the Vice President for Academic Affairs on the appointment, loaning, promotion, and termination of Heads of Departments, faculty, and teaching staff.
- Overseeing the performance appraisal of the Heads of Departments and other direct subordinates.
- Determining the workload of faculty members based on UBT's rules and regulations.
- Working closely with the University Training Center to identify faculty and academic staff training needs and to periodically assess the impact of delivering capacity building programs.
- Chairing the College Council and serving on other councils and committees as per the University Governance Framework.

2.3 Dean of Scientific Research

Reporting directly to the University VPAA, the Dean of Scientific Research is responsible for responsible for the planning, management, promotion and support of research activities that are carried out by UBT through the Colleges and Academic Departments faculty and staff through internal and external funding or via research collaborative agreements and the use of external scholars.

Roles and Responsibilities of the Dean of Scientific Research include:

- Leading the formulation of UBT's research roadmap and strategy, in alignment with the University's strategic plan, UBT's capabilities, and the cornerstone of KSA's economy and the 2030 vision."
- Developing, executing, and overseeing the Deanship's long- and short-term plans, while consistently tracking and providing detailed progress reports on the deanship's performance against its objectives.
- Developing the annual budget for the administration of the Deanship of Scientific in consultation with the Colleges and in conformance with the UBT's budgeting process.
- Cultivating and sustaining an innovative, dynamic, and collaborative research ecosystem while fostering a positive and supportive work climate with various Colleges and Academic Departments.
- Keeping up to date with emerging national, regional, and global trends and developments in areas related to UBT's research strategic directions and opening channels of communication with various scientific research institutions.
- Proactively advising the University President, Vice Presidents, and other Senior University administrative officers on issues relating to research, economic development, sustainability and international programs, through preparing reports, presentations, and making recommendations to the UC and the SC.
- Working closely with colleges to establish and develop their research priorities and portfolio of activities in line with UBT's strategic directions.
- Developing, in coordination with various constituents, university-wide policies and procedures governing all research activities of UBT, including those pertinent to faculty minimum expectations for research, conference participation, internal and external grants application, research collaborations, patents, copyrights, and IP, etc.
- Providing direction, resources, support, and oversight to help ensure that research is conducted in accordance with UBT's strategic directions and priorities.
- Leading the establishment of a robust infrastructure to facilitate research and innovation. This includes providing research facilities and laboratories, administrative support, funding, etc.
- Encouraging and promoting innovation and knowledge transfer, interdisciplinary and transdisciplinary research as appropriate across UBT and its different colleges and units.
- Facilitating the establishment of research centers, research Chairs, and projects in line with UBT's strategic priorities and capabilities.
- Leading the establishment and operation of 'Business incubators' to service enterprise and small to medium industry, and regularly measuring the impact it creates on the industry.

- Establishing strategic partnerships (upon approval of the SC, UC and BoTS) with research universities, organizations, and research centers within and outside the kingdom to enable UBT to advance its vision and mission, achieve its strategic priorities, and grow research outcomes and impact.
- Interacting with industry, government, professions, and the wider community on all research matters and promoting faculty research activities to external stakeholders.
- Identifying funding opportunities and leading fundraising efforts at UBT to further strengthen the research, development, and technology programs at the University.
- Formulating and executing a strategic plan to enhance UBT's revenue streams, with a focus on generating income from research-based consultancy.
- Promoting ethical conduct in all aspects of the research process across UBT, including but not limited to the treatment of human and animal subjects as applicable, conflicts of interest, data acquisition, management, sharing and ownership, publication practices, responsible authorship, and collaborative research and reporting.
- Assisting Deans of Colleges and Heads of Departments as required in the management of human resource issues, including the recruitment and selection of teaching staff, staff appraisals, and faculty promotion.
- Periodically evaluating UBT's research impact and producing regular reports to the University's President and UC on UBT's achievements in relation to research."
- Periodically evaluating UBT's research impact and producing regular reports to the University's President and BoTs on UBTs achievements in relation to research
- Chairing/ serving on various councils and committees of the University in line with UBT's Governance Framework
- Leading/ Chairing (as applicable) scientific events of the University or those hosted by the University including scientific conferences and seminars.

2.4 Dean of Graduate Studies

The Dean of Graduate Studies reports to the VPAA and works closely with the different Colleges on providing leadership in the promotion, and ongoing development of the graduate agenda of the University. He/she must provide the necessary leadership to enable UBT to achieve the highest possible standards in graduate studies. He/ She is in charge of advocating graduate studies both internally and externally.

Roles and Responsibilities of the Dean of Graduate Studies include:

- Participating actively in the university's strategic planning process
- Developing, implementing, and monitoring the Deanship's long- and short-term plans to ensure the desired results are achieved. This includes the development of 5 year strategic plans and operational annual plans and producing periodical progress reports on the Deanship's performance against their plans as per UBT's timelines.
- Developing the annual budget for the administration of the Deanship in consultation with the Colleges and in conformance with the UBT's budgeting process and ensuring that the budget is expended in keeping with the general objectives towards which the budget was developed.
- Providing effective leadership and management of the Deanship and fostering a positive and supportive work climate with various Colleges.
- Assuming a leadership role in formulating and implementing university-wide policies and procedures related to graduate studies and ensuring their consistent application throughout UBT.
- Collaborating closely with the VPAA, the Dean of Scientific Research, and the Deans of Colleges to support the development, delivery, evaluation, and enhancement of graduate programs in alignment with market demand.
- Ensuring that UBT's graduate programs adhere to rigorous quality standards and are developed and reviewed in full compliance with UBT's internal quality management system and in alignment with NCAA requirements and standards for graduate studies.
- Taking a leadership role, while working with colleges' deans in gaining accreditation, both locally and internationally, for all graduate programs at UBT, as per UBT's Strategic Plan.
- Establishing robust policies, processes, and guidelines for the initiation, progress, and evaluation of dissertations and research projects.
- Providing comprehensive supervision and evaluation frameworks to ensure the quality and effectiveness of graduate research endeavors.
- Encouraging the adoption of innovative pedagogies tailored to the specific needs of graduate students, both for teaching and assessment, with a focus on cultivating employability skills.
- Collaborating with the Deanship of Admissions and Registration to actively recruit students and ensure the stability and growth of graduate programs in accordance with the University's Strategic Plan.
- Liaising with the Registrar on matters related to graduate students and to ensure any issues

are resolved.

- Ensuring graduate students are appropriately supported and mentored throughout their studies.
- Creating and executing capacity-building programs for graduate students in collaboration with the Training Center and Deanship of Research on aspects related but not limited to research ethics, project planning, time management, topic selection, research methodologies, literature review, referencing, plagiarism, and supervisor-student responsibilities.
- Delivering regular reports on graduate programs and associated data to Colleges' Deans.
- Evaluating in coordination with the colleges the teaching performance of faculty engaged in delivering graduate programs.
- Chairing the Graduate Studies Committee and serving on committees as per the University Governance Framework.

2.5 Dean of Admissions and Registration

The Dean of Admissions and Registration reports to the VP for Academic Affairs and oversees providing day-to-day leadership and direction with regard to student recruitment, admissions and registration for all undergraduate and postgraduate programs in accordance with the university's policies and procedures and the relevant legislative and regulatory requirements of the government of the KSA.

He/she puts in place robust processes to ensure the security of learner records and the security and integrity of the certification process and conducts regular reviews of the processes to strengthen these.

Roles and Responsibilities of the Dean of Admissions and Registration include:

- Participating in the university's strategic planning process and working with other members of the Executive Leadership to promote and implement UBT strategic plan
- Developing, implementing and monitoring the Deanship of Admissions and Registration long and short-term plans to ensure the desired results are achieved. This includes the development of 5 year strategic plans and operational annual plans and the producing of periodical progress reports on the Deanship's performance against their plans.
- Developing the annual budget for the Deanship in consultation with different parties and ensuring that the budget is expended in keeping with the general objectives towards which the budget was developed.
- Developing, implementing, enforcing and regularly reviewing UBT's policies and procedures pertinent to all aspects of student admissions, records keeping, registration and graduation
- Leading in close collaboration with the colleges and the Office of Marketing, Outreach, and International Links, the development and execution of a university-wide Student Recruitment Strategy and Plan that aims to ensure that UBT meets its enrollment targets and maintains the viability of all programs offered by the University.
- Supervising the evaluation of prospective student applications for admission, ensuring compliance with university standards. This includes collaboration with Department Heads and faculty in assessing transcripts and transfer requests.

- Developing, maintaining, and continuously upgrading a secure, user-friendly, and integrated student information system that serves as a centralized hub for admissions, enrollments, registration, and graduation matters.
- Establishing and executing rigorous processes to safeguard student records, ensuring the integrity of the certification process. Additionally, supervising the collection, organization, and maintenance of current and graduating students' records to uphold data integrity and confidentiality.
- Leading the planning and coordination of the university's annual academic calendar, class and exam schedules, as well as student publications like catalogs and brochures. This involves collaborating with various stakeholders and updating the UBT website to maintain accurate and current information.
- Monitoring the performance and progress of students across all colleges and programs and reporting to different constituents on results. This includes tracking retention, academic achievement, students at risk, completion, and graduation rates, etc.
- Verifying that all graduating students have met prescribed degree or certificate requirements.
- Working closely with the Dean for Student Affairs on planning and organizing the graduation ceremonies.
- Assisting with the coordination of the grade appeal procedures based on the university's policies and procedures.
- Collaborating with relevant parties to manage diverse student scholarship and financial aid programs.
- Serving as the primary point of contact for students regarding admissions, registration, grade appeals, and related matter.
- Recommending the appointment of staff working within the Deanship of Admissions and Registration and supervising, managing and evaluating their performance.
- Serving on committees as per the university governance framework.

3. The Vice President for Development and Quality Division

3.1 The Vice President for Development and Quality

The Vice President for Quality and Development holds the crucial responsibility of leading, managing, and supervising various facets related to quality, quality assurance, quality enhancement, and institutional development across the entirety of the institution. This includes overseeing governance, policy development, as well as academic, administrative, and student-related domains when it comes to quality.

Furthermore, the VP Development and Quality collaborates closely with the president and vice presidents in steering, managing, and monitoring the execution of UBT's strategic plan and risk management strategy. The Vice Presidency for Development and Quality is moreover entrusted with the oversight of the UBT Training Center, a pivotal entity dedicated to strengthening the capacities of faculty, staff, and students. This center also extends its support to the external executive and professional education unit.

Roles and Responsibilities of the VP for Development and Quality include:

- Providing leadership on all matters pertaining to quality, quality assurance, quality enhancement and institutional development and effectively manage and oversee all university quality-related initiatives and projects.
- Monitoring and regularly assessing the effectiveness of quality assurance processes across all academic, administrative and student related domains.
- Taking a leading role in shaping and regularly reviewing UBT internal quality management system including its the academic regulatory framework in order to promote quality standards and the quality of UBT's offerings and the student experience.
- Leading the periodical evaluation of UBT internal quality assurance system to ensure it continues to be adequate and delivers its objectives in both an effective and efficient manner.
- Promoting a culture of proactivity, transparency, engagement, collaboration, innovation and flexibility in the areas of quality and quality enhancement and to encourage the effective deployment of institutional resources.
- Building and continuously strengthening the university's institutional research capabilities to support data-driven decision-making.
- Leading in consultation with the President and BoTs the development, implementation and periodical evaluation of UBT's Risk management strategy
- Working closely with the President and Executive Leadership to identify opportunities for UBT growth and progress in alignment with its mission and strategic directions.
- Overseeing governance, policy development, academic affairs, administrative functions, and student-related matters.
- Leading the development and implementation of UBT's Strategic Plan and risk management

strategy.

- Monitoring UBT's performance against its strategic plan and devise improvement plans in accordance.
- Establishing a rigorous university-wide system, culture and discipline for strategic and operational planning, execution, and reporting
- Overseeing the development and implementation of strategic and operational plans and associated budgets for all units and departments reporting to the Vice Presidency for Quality and Development. This includes monitoring progress against plans.
- Ensuring the effective execution of the University's governance structure, including regular assessments and the continual refinement and updating of UBT's governance framework and manual.
- Collaborating with the University Council and the University President any organizational structure changes or redesigns to ensure UBT's organizational structure consistently aligns with and supports the attainment of UBT's strategic priorities.
- Providing support and expertise in the preparation for accreditations of the University (both institutional and discipline / program based) by both national and international accrediting agencies or professional bodies.
- Offering strategic guidance and direction to the UBT Training Center, enabling it to effectively fulfill its dual mission: internally enhancing the capacities of faculty, staff, and students, while also generating revenue and delivering high quality external executive and professional education initiatives to the wider community
- Supervising the execution of UBT's internal quality audit and compliance programs across all colleges, deanships, and departments.
- Providing guidance, managing, and evaluating the performance of personnel within the Vice Presidency to ensure organizational objectives are met and a culture of excellence is fostered.
- Chairing the Institutional Quality Committee and serving on the University Council and other committees as per UBT's Governance Framework.

4. The Vice President for Digital Services

The Vice President for Digital Services at UBT, is responsible for leading UBT digital transformation projects and initiatives and for providing 'state-of-the-art' technological infrastructure and digital services. The VP responsibilities, similarly, to other VPs encompass crafting and executing a comprehensive digital services strategy and plan in alignment with UBT's mission and strategic priorities as set forth in its strategic plan. This includes budget management, fostering leadership, and managing people. The focus extends to securing and optimizing IT infrastructure, driving innovation through application development, and ensuring user-friendly web experiences for stakeholders.

The role also includes an emphasis on championing eLearning and creating an online/hybrid learning ecosystem.

The role also involves managing crucial resources, from learning facilities to cybersecurity measures, and cultivating industry partnerships. Compliance, reporting, and measuring effectiveness are an integral part of the role.

Roles and Responsibilities of the Vice President for Digital Services include:

- Developing and executing UBT comprehensive digital services strategy and plan aligned with the university's overall mission and strategic objectives.
- Developing and managing the budget for digital services, ensuring effective allocation of resources to support key initiatives. This involves tracking expenditures and optimizing costs while maintaining high-quality service delivery.
- Providing strong leadership to the digital services team, fostering a culture of collaboration, innovation, and continuous improvement.
- Collaborating with key stakeholders to identify and prioritize digital initiatives that enhance the university's operational efficiency and effectiveness.
- Overseeing the design, implementation, and maintenance of a robust, seamless, and secure IT network infrastructure and telecommunication services to support the university's operations.
- Leading a team responsible for the development, customization, and maintenance of applications and systems tailored to meet the specific needs of various university functions.
- Directing the creation, enhancement, and maintenance of the UBT's official websites to provide accessible and user-friendly information to stakeholders.
- Identifying emerging technologies and trends to drive innovation and enhance the digital ecosystem of the university.
- Collaborating closely with the Vice President for Academic Affairs (VPAA) and the Deans of the Colleges to devise and execute UBT's strategy for delivering technologically enhanced programs, encompassing full-fledged online learning programs, flipped learning, hybrid learning, and other innovative modalities.
- Supervising the creation of online and hybrid courses, adhering to international standards

and leveraging best practices to ensure top-tier educational experiences.

- Collaborating with academic departments to facilitate the integration of cutting edge educational technologies into teaching and learning processes.
- Leading the development of eLearning related policies, procedures, standards.
- Managing and enhancing learning resources, including physical and digital libraries, labs, and specialized facilities that support research and academic activities.
- Ensuring access to up-to-date technology and resources that facilitate a conducive learning environment for students and faculty.
- Implementing and overseeing robust cybersecurity measures to safeguard the university's digital assets, sensitive information, and privacy.
- Cultivating and managing relationships with technology vendors, service providers, and strategic partners to leverage external expertise and resources, including oversight of contracts, service level agreements, and procurement processes related to digital services.
- Ensuring compliance with relevant regulatory requirements, industry standards, and institutional policies governing digital services.
- Providing regular reports and updates to the university leadership on the status and progress of digital initiatives.
- Attracting, nurturing, and evaluating the performance of all personnel within the vice presidency, fostering a culture of continuous development.
- Serving on the University Council and participating in other committees in accordance with the University governance framework.

5. The Vice President for Female Campus

The Vice President for Female Campus is a key liaison between central administration and individual campuses. Reporting to the University President, the VP align campus initiatives with the strategic plan. He/ she allocates resources, guide policy implementation, and collaborates with campus leaders.

He/ she monitors student success, addresses concerns, and promotes campus engagement through events and clubs. The VP ensures facilities meet educational needs, uphold compliance, and implement crisis management plans. The VP builds relationships with local communities and contributes to university governance.

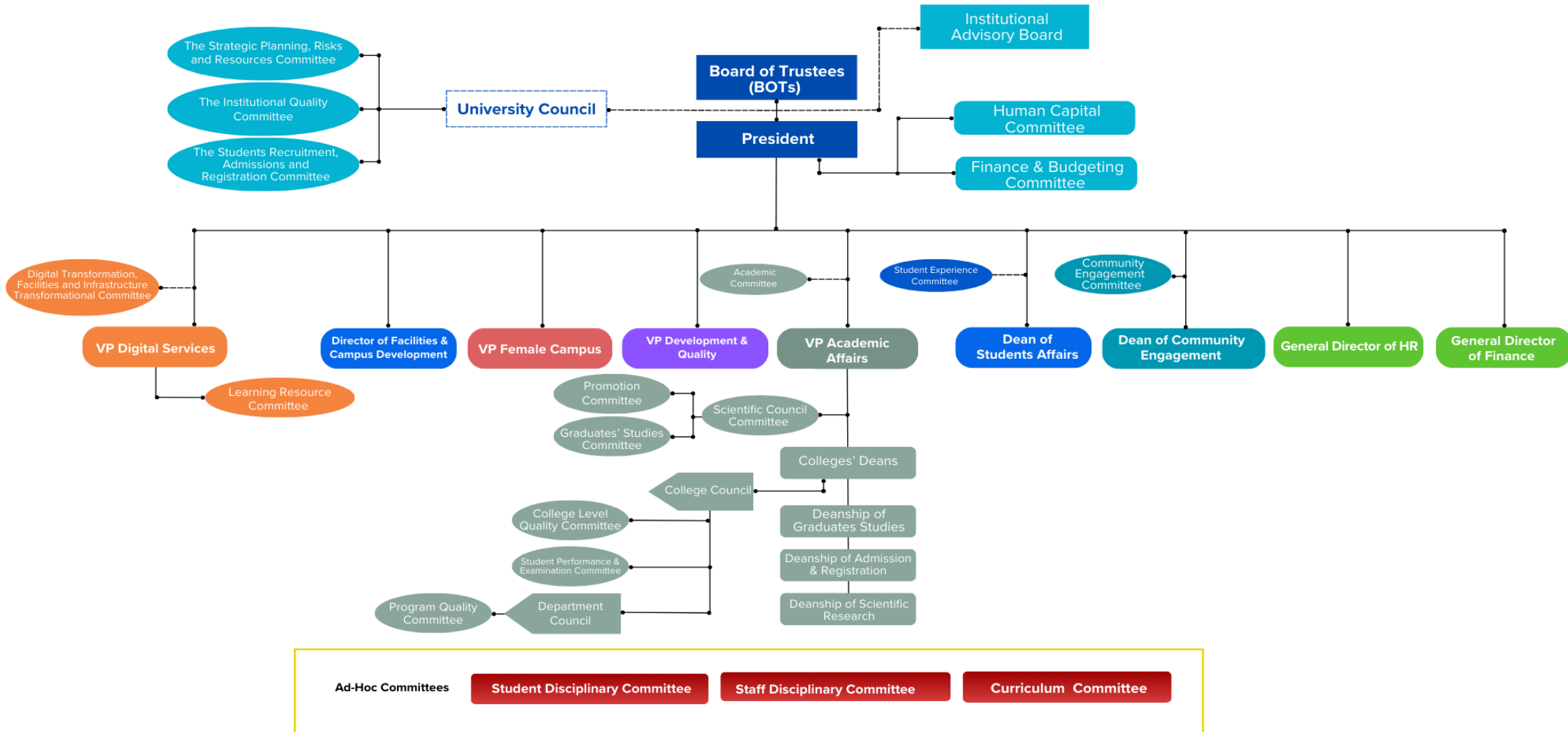
Overall, He/ she drives excellence, inclusivity, and campus development, vital for the university's success.

- Engaging with the university's strategic plan to ensure all campus initiatives align with broader institutional goals.
- Allocating resources, including budgets, faculty, and staff, efficiently across campuses.
- Collaborate with the leadership teams to align strategies with the university's vision and goals.
- Providing guidance and direction to campus leaders for consistent policy implementation.
- Regularly reporting campus activities, challenges, and achievements to the University President.
- Serving as a liaison between university leadership and the various campuses.
- Monitoring student success metrics and implementing strategies for retention and achievement.
- Establishing channels for students to voice their concerns and actively participating in their resolution.
- Organizing and promoting student events, activities, and clubs to enrich campus life.
- Encouraging student involvement in community service and extracurricular activities.
- Ensuring campus facilities are well-maintained and equipped for teaching, learning, and research.
- Ensuring compliance with local, national, and international regulations and accreditation standards.
- Developing and implementing crisis management plans for emergencies and security incidents.
- Evaluating and implementing feedback mechanisms to continuously improve campus services and experiences.
- Fostering positive relationships with local communities, businesses, and other educational institutions.
- Encouraging a collaborative and inclusive work environment across all campuses.
- serving on university council and other committees as per the university governance structure.
-



PART III
**UBT'S BOTs, COUNCILS &
COMMITTEES**

UBT Governance framework overview



PART III: UBT'S BOTs, COUNCILS & COMMITTEES

1. Board of Trustees

1.1 Terms of Reference

The Board of Trustees at UBT holds the overarching responsibility for supervising and overseeing both the academic and administrative aspects of UBT. It is crucial for the Board to maintain a sharp focus on the UBT's mission and its unique societal obligations within the academic sphere. Functioning as the ultimate fiduciary body, the Board is charged with tasks such as formulating high level policies, defining the university purpose, approving and oversight of the strategic planning, evaluating performance, and fostering connections between the University and the community, among other responsibilities.

Additionally, the BoTs is entrusted with upholding the highest standards of corporate governance. This entails ensuring and demonstrating integrity and objectivity in all transactions involving UBT's operations.

In essence, the BoTs' responsibilities are centered around the following core areas, which are detailed in section 1.3:

- a. Providing clear direction and unwavering commitment to the institution's purpose.
- b. Facilitating the growth and advancement of the University.
- c. Safeguarding and enhancing the University's assets.
- d. Upholding and preserving the integrity of the institution.

The BoTs collaborates closely with both the University Council and the Executive Leadership Team to provide guidance to the University, ensuring both efficiency and the effective utilization of resources in alignment with the university's vision and strategic objectives.

1.2. Board of Trustees' Membership

UBT is governed by a Board of Trustees that is appointed by the main shareholders of the University in alignment with the legislation set by the Ministry of Education for the establishment of Boards of Trustees for private universities in KSA.

- The current composition of the UBT Board of Trustees consists of nine members. However, the University has the authority to increase this number as necessary, subject to approval from the Ministry of Education. It is stipulated that the Board

should never exceed (15) members at any given time to maintain its operational effectiveness and efficiency.

- The BoTs comprises selected scholars from both the academic community and accomplished professionals in various industries. This diverse composition ensures a well-rounded and knowledgeable perspective in governing the University's affairs.
- According to the Ministry of Education's regulations, the Board members, selected by the University's main shareholder (owner), should total at least nine individuals. This comprises four members with distinguished expertise in financial, legal, investment, and organizational management domains. Additionally, three members must have past or current experience as teaching staff in reputable higher education institutions, with no affiliations to the university's founding body or current staff. The University President is also a member of the BoTs and serves as an 'ex-officio' voting member. In addition, a representative from the General Secretariat of the Board (non-voting member) will also be included on the Board.
- The Board may not comprise more than one-third of its membership consisting of university owners.
- A Secretary is appointed to the Board with no voting rights. The Secretary of the Board is the custodian of all official records and of the University seal. The Secretary arranges the meetings of the Board of Trustees and its committees, prepares the minutes of meetings, and serves as a liaison between the Board and other members of the University community.
- The length of term of the members of the BoTs is three years that can be renewed for a similar period.
- The Chair of the BoT is the main shareholder of the university and Vice Chair of the Board is elected from among the members of the Board, immediately after the Board composition and the secretary to the Board shall be appointed in accordance. The University President and representative from the General Secretariat may not act as a Chair or a Vice Chair of the BoTs.
- Standing Committees reporting to the BoTs as per the University's Governance Framework are formed in accordance.
- The Chair and Vice Chair serve a three-year term, aligning with their tenure as members of the Board of Trustees
- The office of the member of the Board of Trustees becomes vacant if:
 - ✓ The member has passed away.
 - ✓ The member is disqualified due to a conviction in a court of law for a criminal offense.
 - ✓ The member is absent without reasonable excuse for four consecutive

meetings of the Board of Trustees.

- ✓ The member tenders their resignation. In such a case, the resignation should be submitted in writing to the Chair of the Board of Trustees, and it becomes effective upon acceptance.
 - ✓ Vacation from the membership for reason other than death and resignation is effective only when notice in writing is given to the concerned member by the Chair of the Board of Trustees.
- The Board should endeavor to appoint members who collectively exhibit a robust set of competencies, expertise, and skills essential for propelling the institution forward. They should demonstrate strategic expertise, enabling them to steer and inspire innovation, foster a culture of ongoing improvement, motivate talented individuals, and stay abreast of the latest developments in both general and educational management. Moreover, they should possess a sound understanding of financial accounting and corporate finance and demonstrate the capacity to execute plans and achieve tangible results. In the event where Board members include representatives from outside of KSA, it is imperative that appointed overseas members commit to attending Board Meetings, whether in person or through virtual means.
 - The members of the BoTs should be individuals with high ethical standards and integrity; intelligence and wisdom; potential to contribute towards effective stewardship of the university and capability to work with other in a consultative, responsible, cooperative manner.

1.3 Roles and Responsibilities of the Board of Trustees

1.3.1. Role of the Board of Trustees

The following represents the roles and responsibilities of the BoTs at UBT:

- Approve UBT's vision, mission statement, philosophy, and strategic priorities.
- Formulate the university's strategy and high-level institutional bylaws to facilitate the realization of the University's mission.
- Approve the institutional regulations of and high-level institutional policies of UBT. This includes but is not limited to policies pertinent to strategic planning, risk management, research and innovation, faculty related matters, consulting services, investments, and donations, etc.
- Approve the University Strategic Plan, annual operational plans, and related budgets.
- Assure the allocation of sufficient resources in alignment with the University's strategic objectives and overall success, including approving the university annual budgets.
- Verify the presence of appropriate financial and administrative controls for managing the University's financial, physical, and human resources. This includes the appointment of external auditors.

- Oversee the University's performance against its strategic plan and priorities, as well as the efficient use of institutional resources. This includes endorsing the university annual performance report.
- Review and approve UBT risk management policy and risk appetite.
- Oversee the adequacy and the integrity of UBT's risk management and internal control systems.
- Review the risk management framework and practice and receive regular reports on significant strategic and operational risks and their management to an acceptable level.
- Ratify the University's Organizational Structure and any proposed alterations, including the delegation of authority and responsibilities to various boards and members of the Executive Management.
- Ensure the educational quality of UBT and its academic programs and offerings.
- Recommend and/or approve the establishment, closure, or merging of branch campuses, new Colleges, departments, scientific and research centers, and other units.
- Set tuition fees for all UBT academic programs and fees for other educational services provided by the University.
- Ensure prudent use of university resources and effective management of assets, considering potential risks to safeguard the University's future.
- Authorize and confer certificates and academic degrees.
- Approve international collaborations and agreements supporting academic and research related activities of the university.
- Delegate necessary powers and authorities to the University's President and other members of the Executive Leadership to enable the achievement of short and long-term objectives.
- Recommend the appointment of the University President to the MOE; and issue the appointment decree upon obtaining Ministerial approval. Termination of the President's functions is conducted through the Chairman of the BoTs with Board approval.
- Guarantee that the University maintains sufficient public relations capacity to communicate its message to the public and other constituents.
- Approve the establishment of new academic and professional development programs and cancellation of existing programs as proposed by the University Council.
- Approve the University-wide community engagement strategy presented through the University Council.
- Lead fundraising activities to bolster the University and accept donations, scholarships, and grants presented to the institution.
- Uphold standards of sound corporate governance, ensuring that the University's operations adhere to best practices in higher education corporate governance.
- Safeguard the University's esteemed reputation and core values.

- Approve the establishment of the Scientific Councils as well as the formation and/ or dissolution of standing and ad-hoc committees reporting to the BoTs.
- Set policies for the conduct of the Board's affairs and regularly assess its effectiveness.

1.4 Frequency and Duration of the Board of Trustees' Meetings

- **Regular meetings:** The BoTs must meet at least three times a year; on an average of once every (4) months (with two meetings happening in February and June); the dates of the meetings are announced at the beginning of every academic year to allow ample time for items to be prepared and promptly forwarded to the Board for approvals and decisions.
- **Extraordinary meetings:** Extraordinary meetings can be called upon by the Chair of the BoTs with a fifteen-day notice to address specific matters of concern. Such meetings can also be called upon by a member of the Board provided the request is made by two thirds of the members.
 - All Board members should receive the agenda along with all supportive documents at least within 10 working days of the meeting set date for regular meetings and within at least 3 working days for extraordinary meetings.
 - Board meetings should not take more than four hours in order to remain efficient and effective.

1.5 Standing Committees Reporting to the Board of Trustees

To fulfill its different duties, the Board of Trustees within UBT establishes two standing Committees and may as appropriate form other 'ad-hoc' committees to assist with specific areas; such committees have a tenure of office of three years in the case of standing committees and until the specific purpose for setting up the committee has been fulfilled in the instance of ad-hoc committees.

The appointment of members for these committees is done with careful consideration for the skills required, interest and professional contributions that the member can bring in and which shall benefit the committee.

The committees shall meet as agreed upon by the BoTs and shall have no less than three meetings a year. The quorum of these committees shall be two thirds of its full members and with the presence of the Chair. Minutes of meetings shall be prepared for all committees' meetings and shall be sent to the Chair of the Board of Trustees in a prompt manner.

Only the Chair of the BoTs may make the decision to form or dissolve one of the Committees reporting to the BoTs. In the case of committee dissolution, this shall be documented in writing and the reason(s) for the committee's dissolution should be mentioned along with the date by which the dissolution becomes effective.

1.5.1 The Audit and Compliance Committee

The Audit and Compliance Committee, a vital standing committee of the Board of Trustees, acts as the Board's representative in fulfilling the University's statutory and fiduciary duties. The Committee bears the primary responsibility for overseeing management's financial internal control system, external reporting controls, internal and external audit procedures, regulatory compliance functions, and institutional ethics and conflict of interest matters. Additionally, the committee is tasked with vigilantly monitoring and managing risk exposure, ensuring comprehensive compliance with pertinent laws, rules, and regulations.

1.5.1.1 Composition and Operations of the Audit and Compliance Committee

The BoTs shall establish an Audit and Compliance Committee in accordance with the following guidelines:

- The committee shall consist of a minimum of three and a maximum of five members. The Chair of the Committee shall be selected from within its members.
- The Committee is required to meet no less than three times annually, with a quorum for meetings set at two thirds of its members, in addition to the presence of the Chair.
- The Audit and Compliance Committee is vested with the following powers:
 - Invite members of the Executive Leadership to attend the committee's meeting as invitees.
 - Seek the presence of the General Director of Finance and/ or Head of Audit as invitees in meetings of the committee.
 - Investigate any activity within its terms of reference and thus be authorized by the BoTs to access, inspect and gather any required information, records and data from the University and its various staff members.
 - Obtain the advice and/or attendance of outsiders with relevant expertise if considered necessary.
- The Audit and Compliance Committee shall hear the views of the external auditors before forwarding the annual accounts to the Board for approval.
- The Audit and Compliance Committee shall hear the views of internal and external auditors separately, at least once every year.
- All minutes of meetings of the Audit and Compliance Committee Meetings shall be forwarded to the Chair of the BoTs.

1.5.1.2 The Role of the Audit and Compliance Committee

The duties of the Audit Committee and Compliance Committee include:

- Monitor the quality and integrity of the university's financial reporting.
- Serve as a channel of communication between external auditors and the board as well as between the internal auditors and the Board.
- Review UBT's financial and internal control policies and procedures prior to submitting them for approval by the BoTs.
- Approve the financial systems of the University and its personnel.
- Review and approve interim and annual financial statements to ensure the fiscal integrity of the university.
- Review audit plan and results of the different audits conducted.
- Supervise the establishment and execution of compliance programs, policies, and procedures.
- Oversee the university's overall adherence to laws, regulations, and University policies, encompassing the University's standards of business conduct and conflict-of-interest policies.
- Determine the university's approach to risk and establish a risk management policy and/or framework.
- Discuss problems and reservations arising from interim and final audit and matters the audit may wish to discuss.

1.5.2. The Resources and Investment Committee

The Resources and Investment Committee holds the responsibility of ensuring the university's financial stability and overseeing its long-term economic well-being. Serving as the primary platform for the Board's deliberation on matters pertaining to the University's business operations, administration, budgeting, financing, financial reporting, and reserves, the Committee also takes charge of scrutinizing and endorsing significant investment ventures. Periodically, the Committee furnishes the Board with comprehensive financial summaries of the University and offers recommendations on policies and procedures pertaining to funding yearly operational plans and financing long-term capital requirements.

1.5.2.1. Composition and Operations of the Resources and Investment Committee

The BoTs should establish a Resources and Investment Committee in accordance with the following guidelines:

- The committee shall be comprised of at least three members from among which a Chair shall be selected.
- The committee shall meet at least three times a year.
- The quorum for the committee meeting shall be two thirds of the total number of

- members of the Resources and Investment Committee and the attendance of the Chair.
- All minutes of meetings of the Resources and Investment Committee Meetings shall be forwarded to the Chair of the BoTs.

1.5.2.2 Role of the Resources and Investment Committee

The indicative functions of the Resources and Investment Committee shall be as follows:

- Review and make recommendation to the BoTs on the annual budget and five-year financial plan of university income and expenses each fiscal year.
- Review the annual budget, including the capital expenditure budget prepared by the VP for Finance and Administration
- Monitor the income and expenditure and report variances on a regular basis.
- Manage cash flows and banking relationships and raise funds for working capital.
- Plan long term financing for capital projects
- Review and make recommendation to the BoTs on the university financial-related policies and bylaws.
- Ensure that all academic and administrative projects and programs are cost-effective prior to the implementation.
- Review the financial feasibility of all major expenditures for technology and equipment investments, plant expansion, new construction, and replacement or renovation of existing facilities, and recommend appropriate actions to the BoTs.
- Consider and approve purchases and contracts which are beyond the authority of the President.
- Review the annual accounts and submit them to the BoTs for consideration.
- Advise the BoTs on investment opportunities for any surplus fund.
- Submit a follow-up report on the university financial position quarterly to the BoTs.

1.6 General Terms of Reference for BoTs

1.6.1. Role of the Chair

- To call members for the BoTs meetings in accordance with the meeting procedures described in this manual.
- To prepare meeting agendas in line with the roles and duties of the BoTs.
- To preside over the Board meetings, offering guidance to ensure a focused discussion on key matters and collective decision-making (ensuring quorum for any decision).
- To open the meeting, introduce any new member or invited participant and introduce items on the agenda.
- To seek approval for minutes from previous meetings.
- To foster a conducive environment for the exchange of ideas in the UBT's best

interest, encouraging members to voice their perspectives.

- To act as a spokesperson for the Board and University on governance matters and represent the university in public meetings.
- To notify members of the joining and/or termination of terms of a specific member
- To perform all other functions normally expected of the Chair of the Board.

The Chair of the BoTs has one voting right, in the case of tie vote, the vote of the Chair shall beprevailing.

1.6.2. Role of the Vice Chair

- Assume the role of Chair and oversee BoTs proceedings in the Chair's absence.
- Provide a comprehensive update to the Chair upon their return, covering all pertinent matters discussed during their absence, ensuring they are informed and able to resume their responsibilities seamlessly.
- Collaborate closely with the Chair, executing tasks and activities as delegated or requested.
- Facilitate effective communication between the Chair, Committee members, and external stakeholders to ensure a cohesive approach to Board activities.

1.6.3. Role of the Secretary

- To coordinate with the Chair or Vice Chair for the preparation and circulation of the meeting agenda and ensure that any documents supporting the meeting are available.
- To give notice of the meetings, preferably at least 10 working days in advance of the meeting
- To arrange the logistics for the meeting, including booking rooms, ensuring rooms are appropriately set up with any necessary equipment, and arranging any necessary catering.
- To ensure the timely dissemination of all essential and supplementary reports, documents, or pertinent information that support the meeting's agenda, ensuring members have access to them beforehand or as deemed suitable during the meeting.
- To ensure that action is taken in time to fill vacancies on the board or any of its committees.
- To accurately record the proceedings of the meeting without entering the debate (unless asked by the Chair to speak on a matter)
- To prepare and disseminate the Minutes of Meeting (MoMs) within five working days after the meeting has taken place. These minutes will provide a clear record

of the discussions held, decisions made, and the names of attending members along with their respective votes. Each set of MoMs will be labeled with a unique code and date for straightforward tracking and will be endorsed by the meeting's Chair or Vice Chair.

- To ensure the minutes of meetings are signed by the Chair/ Vice Chair of the Board and formally approved.
- To disseminate decisions made by the Board to relevant people or other governing bodies.
- To follow up and liaise with Secretaries/ Chairs of other Boards, Councils and Committees' or members of the Executive Leadership as needed.
- To be prepared to provide information on previous Boards' meetings discussions or decisions in the meeting (bringing previous minutes to the meeting is recommended)
- To maintain the BoTs portal by archiving all Boards' records including terms of references, all meetings' agenda along supportive documents, minutes of meetings, correspondences, records of memberships and any other related documents which support the BoTs function or are generated by the Board during their work.

1.6.4. Quorum & Attendance

- The quorum for the Board meeting shall consist of two thirds of the voting members of the Board present in person (physically or through video conferencing); in addition to the Chair or Vice-Chair, who must be in attendance, and the secretary.
- Attendance of members is recorded in the minutes of meeting.
- If a member cannot attend the Board meeting, this should be communicated to the Secretary of the Board in advance of the meeting. Alternatively, it can be communicated to the Chair of the meeting at the beginning of the meeting.
- In case the quorum is not available for any meeting the Secretary shall wait for 30 minutes. If the quorum is still not reached, she/he shall then adjourn the meeting. It will be convened again as a 'Postponed Meeting' within ten days and no quorum is required for such meeting. Decisions taken at such meetings will need to be ratified at the next regular meeting of the Board of Trustees.
- Should the regular meeting fail to ratify, the decisions taken in the Postponed Meeting shall be null and void.

1.6.5. Invited Members

- Depending on agenda of the Board meetings, the Chair or members of the Board (upon obtaining the approval of the Chair) may extend an invitation to a 'non-board' member to attend regular meetings of the BoTs. The invitee may be, for example, a member of another board or committee, a representative from the Executive Management, an external expert or any staff member of the University community assigned specific duties. Such members are non-voting and shall maintain the highest level of confidentiality on all issues discussed during their presence.
- Non-Board members can be invited when:
 - Technical advice is required by members of the BoTs.
 - Responses to issues, questions and clarifications on reports are required by the Board on specific matters.

1.6.6. Voting

- All decisions in the meeting shall be made by consensus. Each member of the Board has one vote in all proceedings. Invited members and the secretary have no voting rights. Motions are deemed carried out by majority two thirds of the votes of attending members. In the event of a tied vote, the Chair (or Vice-Chair in the absence of the Chair) has the deciding vote.
- The Resolution of the Board shall be effective as of the date of the issuance thereof, with the exception of those resolutions pertaining to the appointment of the President of the University, the Vice Presidents, the Deans of Colleges and the Auxiliary Deanships and their deputies, as well as the resolutions related to the approval of the University Charter and the resolutions relating to the Academic aspects, which shall be effective unless objected to by the Minister within 30 days of the date of his receipt thereof. Should the Minister not approve any such resolution, then the resolution shall once more be presented so that if the Board maintains its stand the subject shall then be referred to the Council of Higher Education for a decision.
- In the case where the Board receives an emergency item which is not part of the original agenda, a vote must be held on every item proposed for it to be incorporated; it must receive the approval of at least two thirds of the members present and voting.

1.6.7 Agenda Procedures

- The Board Secretary must initiate the call inviting members to propose specific items on the meeting agenda which require discussions and / or decision.

- The 'Call for Agenda' items must be initiated at least thirty working days, prior to the meeting. All members are expected to respond with proposed items, within five working days of receiving the Call. It is usually preferable for an item to be accompanied by some supporting documentation which is always advised to be provided and circulated in advance to the meeting.
- The agenda may also include items which have been referred by the University Council or other committees, the University President or any of the BoTs committees which may require either discussions or approvals.
- The Secretary drafts the meeting Agenda, upon receiving the proposed items for discussion from the members and presents it to the Chair/Vice Chair for review and approval. Once approved by the Board's Chair/Vice-Chair, the meeting agenda is circulated electronically to all Board members, within at least ten working days from the meeting for regular meetings and at least three working days prior to the meeting in the case of extraordinary meetings. Any supportive documents are accompanied with the agenda.
- In the case where a supportive document is not available at the time the agenda is sent out, the agenda should be sent with an indication that the document concerned will be distributed during or before the meeting.
- The following sections are commonly included in the meeting agendas as appropriate:
 - **Minutes of the previous meeting** – to allow for confirmation of the minutes and/or corrections where necessary.
 - **Intimations** – where the Board reports to and makes recommendations to another governing body; this section reports on what action has been taken by the other governing body on the recommendations previously submitted.
 - **Matters arising** – discussion of items with actions from the previous meeting(s)
 - **Other Business-** usually the penultimate item on the agenda; for discussion of items not listed on the agenda.
- Submissions against the '**Call for Agenda**' maybe returned to the originator if:
 - There is insufficient information for the board members to make an informed decision.
 - The suggested item for discussion does not fall within the Board of Trustees' roles and responsibilities and would be better served in a different platform.
 - Prescribed University procedures have not been followed.
 - Timeframe for submission was not adhered to.

- All Board members are expected to come prepared to the board meeting to make efficient use of the allotted time for the meeting. The BoTs meeting is a platform for decision making and accountability and not for detailed discussions and review during the meeting.
- Any member of the Board may propose to add an item to the agenda to be considered as an '**Emergency Item**' after the release of the agenda and within no more than three working days from the meeting. An 'Emergency Item' is defined as one which could not have been foreseen in advance of the meeting and which must be resolved before the next scheduled regular board meeting.

1.6.8 Meeting Motions and Resolutions

- Motions and resolutions: A motion is a proposal which is put forward and a resolution refers to the acceptance of a motion by a meeting. Motions and resolutions are prepared by the Chair in consultation where necessary with other board members, through referral of matters from the University Council, the Academic Council, one of the Committees of the BoTs or the President.
- Generally, for a motion to be put to a meeting, it requires a proposer and a seconder. A motion from the Chair does not require a seconder. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment is put to a vote before the original motion. If an amendment is not carried, the Chair puts the motion in its original form to a vote. If an amendment is carried, the Chair puts the amended motion to the meeting. Before a motion or an amendment is put to a vote, the Secretary reads out the text for which there is to be a vote.
- Resolutions concerning items not included in the agenda may be presented and seconded but are placed on the agenda of the next meeting and not voted upon at that time. This rule may be suspended by at least a three-quarters vote of all members in attendance.
- The 'other business' item on each agenda is only be used to: (1) inform the meeting of agenda items that are proposed for the next meeting, (2) convey briefly other items of information of a factual nature.

1.6.9. Minutes of Meeting

- Minutes are the formal and lasting record of the meeting, and the decisions made. They should therefore be written in a formal way and must be clear, concise and unambiguous. Wording should be carefully chosen to accurately reflect decisions made by the Board.
- The draft of the minutes of meetings (MoMs) are prepared by the BoTs Secretary,

reviewed by the Chair/ Vice Chair of the Board and then circulated to the members for their feedback. MoMs shall be circulated within no more than five working days from the meeting date to all members of the BoTs to provide feedback. Board members are given five working days to highlight any disagreement with the MoMs; after which the MoMs are considered automatically approved. Upon receiving feedback from the members, the minutes of meetings are in their final version approved and signed by the Chair/ Vice Chair and circulated again to all members of the BoTs and any other parties shall be informed of decisions concerning their work and operations. Minutes of previous meetings are usually confirmed at the opening of the next meeting.

- Any significant corrections to the minutes from the previous meeting should be noted. The formal copy of those minutes, to be signed by the Chair/ Vice Chair
- The minutes of meetings should use the predefined template found in the appendices section of this Manual (Appendix B) or a translated version of it and shall clearly stipulate:
 - Records of attendance listing the titles and full names of the Board members (in alphabetical order by surname)
 - Decisions made by the Board with any specific endorsement or disagreement if any, (There should be records of a member(s) of the Board specifically expressing his/her disagreement to a particular motion or issue)
 - Action items: to distinguish level of decision makings, the following words are highly advisable to be used and shall be highlighted in bold:
 - ☑ **Agreed:** Decision made, or action has been taken by the BoTs – based on the authority of the board
 - ☑ **Approved:** Approved a recommendation presented by the President, member of the Executive Leadership of the University/ Scientific Councils – based on authority-
 - ☑ **Recommend:** The Board recommends a specific action or proposal to be considered by another body or member of the Executive Management
 - ☑ **Declined:** A recommendation, proposal or request has been rejected
 - ☑ **Deferred:** A decision, proposal or recommendation has been delayed until further notice
 - ☑ **Referred:** A recommendation, proposal or request has been sent to another body for further consideration or because that body has more appropriate authority to consider the matter.
- Any documents included which are of relevance to the scope of the agenda of the MoMs.
- Minutes of meetings of the University’s Board of Trustees are approved by the Minister of Education.

- Minutes of meetings will be centrally located on the University's internal portal with access rights given to members of the BoTs.

1.7 Meeting Confidentiality & Conflict of Interest

- Members of the BoTs are required to maintain strict confidentiality regarding all information acquired from or concerning the University, including discussions, deliberations, and decisions of the Board that have not been publicly disclosed.
- Members of the BoTs must avoid any kind of conflicts of interests. A Board member except for the owners serving on the board shall be considered to have a conflict of interest if such member has existing or potential financial or other interests that impair or might reasonably appear to impair such member's independent, unbiased judgment in the discharge of his or her responsibilities to the University.
- Members of the BoTs must act in good faith, honestly and for proper purposes consistent with the objects and interests of the UBT. A Board member must disclose to the Board any possible conflict of interest at the earliest practicable time. No member can vote on any matter under consideration at the Board or one of its committees meeting in which such a Trustee has a conflict of interest.
- Board members must not make improper use of his/ her or her position as a BoTs member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or for another person.

1.8 Board Induction

Upon the appointment of a new BoTs member, it is the duty of the secretary to extend a formal welcome through email communication. This correspondence should serve to inform the new member of their appointment, the duration of their tenure on the BoTs, forthcoming meeting dates and furnish them with the committee's Terms of Reference, along with an induction pack detailing pertinent information about the University, Boards's terms of reference, etc.

Furthermore, the University may periodically organize a formal Board induction program. This initiative is designed to ensure that board members remain well-informed about the latest trends in governance within higher education, both at a regional and global level.

2. The University Council

The University Council (UC) is the governing body of the institution and is Chaired by the University President. It is responsible for overseeing and monitoring all the institution's academic, scientific, student related, administrative and financial affairs. The UC is responsible for the development and implementation of the University 5-year strategic plan and for ensuring the university's strategic goals are met.

2.1 Members of the University Council

The Membership of the University comprises:

- **Permanent Members** (ex-officio members)
 - The University President (Chair).
 - The Vice President for Academic Affairs
 - The Vice President for Development and Quality
 - The Vice President for Digital Services
 - The Vice President Female Campus
 - The HR General Director
 - The Finance General Director
 - Deans of Colleges and Graduate Studies
 - Dean of Scientific Research
 - Dean of Admissions and Registration
 - Dean of Student Affairs
 - Dean of Community Engagement

The Vice Chair is selected from the Vice Presidents based on their tenure, with preference given to the most senior Vice President.

- **Elected Members**
 - Three full time faculty/ teaching staff representatives elected from across different Colleges in accordance with the terms of reference stipulated in this Manual.
 - The length of term of the elected members of the UC is a maximum of three years renewable to one more terms. These are endorsed by the University BoTs
 - In the case of resignation of elected members before the end of their term; a new election must take place.
 - The UC shall appoint one of its members to act as the Secretary to the Council. The secretary has no voting powers.
 - The UC will also form and appoint the Chairs of its various standing and ad-hoc committees as per the terms of reference stipulated in this Manual.

The Council appoints from among its members a secretary.

2.2 Roles and Responsibilities of the University Council

Strategic Planning, Risk Management and Institutional Effectiveness

- Provide valuable guidance and strategic insights to the Board of Trustees in shaping the University's vision, mission, philosophy, priority setting, and the formulation of its long-term goals.
- Formulate the University's comprehensive five-year strategic plan, inclusive of budgets (short and long term), and present them to the BoTs for their review and approval.
- Endorse strategic and operational plans put forth by colleges, deanships, and units.
- Assess the University's progress in relation to its strategic plan and provide regular reports to the BoTs on the attainment of institutional goals and objectives, both on a semesterly and annual basis. Such reports must be approved by the BoTs.
- Oversee the implementation of UBT's strategic projects.
- Report to the BoTs on all issues and policy matters affecting the university's academic organisation, quality, standards, ethics, practices, processes and resources.
- Review progress and performance of Colleges, Departments', and units against their operational plans.
- Review and submit the university's annual budgets for approval by the BoTs.
- Oversee the development of a comprehensive risk management framework that identifies, assesses, and mitigates potential risks that may impact the University's strategic objectives.
- Regularly review and update risk registers to ensure they accurately reflect the evolving risk landscape and advise the BoTs on risk management strategies and actions.
- Provide guidance on establishing key performance indicators (KPIs) and metrics related to risk management to monitor the effectiveness of mitigation efforts and ensure alignment with the strategic plan.
- Monitor compliance with established risk management policies and procedures and advise on necessary adjustments or enhancements to maintain a proactive approach to risk mitigation.
- Advise the BoTs on matters related to the resourcing necessary to support the work and growth of UBT.
- Approve the University Academic and Administrative Calendar.

Policies Approval & Implementation

- Supervise the implementation of the UBT policy framework, conducting regular reviews to verify its continued relevance and effectiveness.
- Thoroughly review and endorse all institutional policies and procedures (in accordance with the university governance system) that underpin academic, research, administrative, and student-related activities, including faculty affairs, among other critical areas of the university. This process ensures that these policies are tailored to meet their intended purposes effectively.
- Submit high level institutional policies to the BoTs for approval as per the ToRs of the Board.
- Oversee and assess the university's compliance to its policies and procedures at the organizational level.

Partnerships, Collaborations and Special Projects

- Develop and oversee the implementation of the university internationalization strategy and agenda.
- Refer to the BoT relevant MoUs and special agreements concerning institutional partnerships (local or international) and links which will support the university in achieving its mission and strategic goals and objectives for their approval.
- Periodically assess the value and impact of various institutional partnerships and agreements with local and international partner institutions
- Approve major projects supporting the achievement of the university strategic plan.

Creation of New Branches, Colleges and Units

- Recommend to the BoTs the establishment of new Colleges, branch campuses and academic or administrative units in accordance with the university's vision and mission statement.

Programs Establishment, Evaluation and Discontinuation

- Provide BoTs with recommendations on the introduction of new academic programs aligned with the university's mission and strategic goals and objectives and in line with market demands.
- Authorize the commencement or cessation of non-academic programs, aligning with the university's strategic priorities and considering the specific needs/ effectiveness of each program.
- Present academic program closure proposals to the BoTs, substantiated by sound rationale and in accordance with established policies and procedures.
- Evaluate and make decisions on proposals for major changes to existing academic programs, ensuring compliance with the university's internal policies governing program evaluation/ assessment and revision.

Institutional Governance and Quality Assurance (QA)

- Approve UBT institutional Quality Assurance (QA) framework, system, and associated set of policies and procedures.
- Oversee the consistent implementation of the University QA across all campuses, Colleges, and units.
- Propose amendments and revisions to the University's Governance Framework for consideration by the BoTs.
- Review Quality Assurance reports, including internal audits and external accreditation reports outcomes submitted by the Vice Rectorship of Quality and Development, and approve quality enhancement plans.
- When necessary, suggest organizational structure changes to the BoTs to ensure alignment with the institution's short- and long-term goals as per its internal policies.
- Approve the establishment or dissolution of standing and ad-hoc committees as well as other advisory committees other than those reporting to the BoTs and UC.
- Monitor and assess the effectiveness of councils and committees reporting to it.
- Approve the establishment of advisory boards at different levels of the university.

Faculty and Staff Appointment, Promotion & Termination

- Supervise the development of UBT's five-year Human Resources projection plan and ensure its alignment with the university's approved strategic plan during implementation.
- Oversee the formulation of policies and procedures related to the appointment, promotion, and termination, secondment of faculty and staff across the University.
- Approve the appointment of members of the academic and teaching staff based on the recommendation of the Scientific Council
- Endorse faculty academic promotions in accordance with established institutional policies and regulations, following the recommendation of the Scientific Council.
- Approve professional development plans for faculty and staff members.

Student Experience

- Provide oversight for UBT comprehensive student learning experience and discuss issues and reports referred by the Student Experience Council.
- Approve and supervise the execution and efficacy of the university's Teaching and Learning Strategy.
- Approve and regularly review the effectiveness of the university policies related to student admission, registration, progression, and graduation.
- Establish regulations governing student transfers, visiting students, international students, and various other exchange programs within UBT as the need emerges.
- Approve the admission quota for each college and program, in accordance with the capacity of both the colleges and the university as a whole.

- Endorse the results of graduating students and confer degrees.
- Approve the student extra and co-curricular activities presented by the SEC.

Research and Community Engagement

- Provide guidance and direction for the university's research and community engagement endeavours, ensuring alignment with institutional goals and broader academic strategies. This includes encouraging research and community activities geared towards sustainability.
- Evaluate and endorse policies, programs, and initiatives recommended by the Scientific Council and the Community Engagement Deanship related to research activities and community engagement, ensuring they adhere to the university's mission and standards.
- Conduct a thorough review of the University-wide community engagement strategy developed by the Deanship of Community Engagement and present it for approval to the Board of Trustees.
- Regularly assess the performance and impact of research activities and community engagement and provide feedback to the Deanship of Community Engagement to enhance the quality and relevance of any activities undertaken by UBT.
- Encourage and support initiatives that facilitate community engagement, fostering collaboration between the university and external stakeholders for mutual benefit.
- Examine and propose recommendations to the Board of Trustees for the establishment of scientific chairs.
- Sanction the initiation of scientific journals and publications.

2.3 Conduct of Meetings of the University Council

2.3.1. Frequency and Duration of the Meetings

- **Regular meetings:** The UC shall be held at least once a month during the regular academic semesters. The dates of such meetings will be announced within the University's internal calendar of activities. All UC regular meetings should be scheduled at least fifteen calendar days prior to the next BoTs regular meeting.
- **Extraordinary meetings:** Extraordinary meetings may be called upon by the Chair of the Council with a fifteen-day notice to address specific matters of concern. Such meetings can also be called by the UC permanent members provided the request is made by 2/3 majority. In such cases all UC members are to receive the agenda along with all supportive documents within five working days from the meeting.

2.4 Standing Committees Reporting to the University Council

To fulfill its different duties, UBT University Council has established the following three standing committees to facilitate its operations:

- **The Strategic Planning, Risks and Resources Committee**
- **The Institutional Quality Committee**
- **The Students Recruitment, Admissions and Registration Committee**

Standing committees of the UC shall meet at least four times per academic year. The quorum of these committees shall be two thirds of its members and minutes shall be prepared for all committee meetings and shall be sent to the Chair of the UC.

The University Council may also form in alignment with the terms of references described in this Manual ad-hoc Committees reporting to either the UC, President or other members of the Executive Leadership in order to handle specific operational duties of the university. Examples of such committees may include committees set to handle policy revision, special projects, university websites, etc.

The Chair of the UC may make a recommendation to the BoTs to dissolve one of the committees reporting to the UC. In such a case, this shall be documented in writing and the reason(s) for the committee's dissolution should be mentioned along with the date by which the dissolution becomes effective.

2.4.1. Strategic Planning, Risks and Resources Committee

The Strategic Planning, Risks, and Resources Committee, reporting to the University Council, plays a pivotal role in steering UBT towards the achievement of its strategic goals, objectives and targets. Collaborating with various university stakeholders, the committee is tasked with developing and overseeing the institutional strategic plan and UBT strategic projects. This encompasses ensuring the seamless cascading of the strategic plan into annual operational plans, and rigorously monitoring the university performance against its strategic plan and its overall effectiveness.

Comprising representatives from academia, finance, and quality assurance, the committee conducts thorough assessments of business plans for major projects and activities. Moreover, it offers recommendations for the annual budget and long-term forecasts to the Council, while also closely monitoring the University's overall performance.

In line with UBT's renewed strategic focus on holistic risk consideration, the committee's terms of reference have been extended to encompass risk-related aspects. This entails investigating the implications of different risks that may impact the university strategic plan and how to holistically navigate these potential risks and seize opportunities for sustainable growth. As such the Committee will present reports to the BoTs Committee on Audit and Compliance.

2.4.1.1 Composition of the Strategic Planning, Risks and Resources Committee

The Strategic Planning Committee comprises the following members:

- The University President (as a Chair)
- The VP for Development and Quality (as a Vice Chair)
- The Director of Strategic Planning and Governance (secretary)
- The VP for Academic Affairs
- The Vice President for Digital Services
- The Vice President Female Campus
- The HR General Director
- The Finance General Director

2.4.1.2 Role of the Strategic Planning, Risks and Resources Committee

The duties of the Strategic Planning, Risks and Resources Committee include to:

- Define and develop the policy, process, and timelines for the UBT's strategic planning, including implementing a system of institutional performance monitoring and monitoring progress towards achievement of institutional targets.
- Establish and implement robust systems for management and accountability within the University, ensuring efficient operations across all facets.
- Advise the University Council on UBT's strategy, embracing all matters of long-term, medium-term and short-term planning for all aspects of the University and ensure alignment with the University's mission.
- Ensure that the planning process actively engages the full spectrum of the University's internal and external stakeholders, promoting a collaborative approach to strategic decision-making.
- Take the lead in facilitating the strategic planning cycle, assuming overall responsibility for the preparation of the University's strategic plan.
- Develop and recommend the University's five-year financial plan to the University Council, seeking further approvals from the BoTs.
- Review and recommend to the University Council the annual university budget, including the capital expenditure budget prepared by the Director of Finance prior to approvals by the UC and the BoTs.
- Conduct an annual review of the current strategic planning cycle, assessing the currency of the overall plan and evaluating progress towards achieving strategic targets and initiatives.
- Monitor the achievement of UBT strategic plan and report progress to the University Council and BoTs; this includes overseeing the extent to which value for money is achieved.

- Monitor income and expenditure, promptly reporting any variances to the University Council for necessary action.
- Make appropriate recommendation to the University Council for the refinement of strategic plan based on performance and relevancy of stated goals and KPIs
- Discuss working drafts of the Strategic Plan, along with related background papers and analyses, providing guidance to management and recommendations to the UC as necessary, particularly concerning the clarity of the University's future directions, identification of appropriate financial and non-financial KPIs, and guidance for management decision-making.
- Develop and implement an institutional -wide structured approach that outlines the processes and methodologies for identifying, evaluating, and mitigating potential risks that have the capacity to impact the University's strategic plan.
- Continuously review and refine the risk register to ensure it accurately reflects the changing landscape of potential threats and vulnerabilities. This is being done in order to provide the Board of Trustees (BoTs) with timely and relevant insights for informed decision-making.
- Oversee the adherence of various stakeholders to the established risk management policies and procedures. This includes the ongoing assessment of whether existing policies and procedures remain effective, and if adjustments or enhancements are required to maintain a proactive stance in mitigating risks.
- Review the risk management processes and methodology and ensure risk are appropriate handle effectively by the relevant dept as well as to provide assurance to management on the risks and controls.
- Endorse the risk management policy and procedures for approval by the relevant authority.
- Review on the reports on status of risk by the depts and act as a forum to ensure risks have been adequately addressed.
- Review the robustness of assessment of proposals by the relevant departments for approval by relevant authorities as required.
- Advice management on appropriate risk appetite in managing corporate, departmental and project risks.
- Promote resilience and requisite capabilities to anticipate, prepare, respond, rapidly recover and minimize adverse impacts from critical incidents, including possible but hard to predict risks;
- Advise the Management on significant issues and changes to the University's risk profile as presented by the risk team.
- Recommend to appointing external risk experts or advisors as necessary in line with best practice and fit for purpose.
- Oversee the occurrence of health and safety risk related incidents.
- Provide ongoing guidance and advice to various stakeholders on the process of translating the strategic plan into operational annual plans, ensuring that risk considerations are integrated into the processes.

- Ensure the financial feasibility of all major strategic projects and other expenditures including those related to technology and equipment investments, plant expansion, new construction, and replacement or for further referral and endorsement by the BoTs.

2.4.2. The Institutional Quality Committee

Led by the Vice President for Development and Quality, the Committee serves as a dedicated forum for discussing and advancing matters pertaining to Quality Assurance (QA) throughout the entire institution. It collaborates closely with various councils, committees, and members of both executive and middle management.

The Committee bears the overarching responsibility for supervising the formulation, implementation, and assessment of UBT's QA framework and its comprehensive Quality Management System across academic, student, and administrative divisions. Additionally, it assumes a pivotal role in fostering a culture of excellence at all organizational levels.

2.4.2.1 Composition of the Institutional Quality Committee

The Institutional Quality Committee comprises the following members:

- The VP for Quality and Development (as a Chair)
- The Director of Quality Assurance and Accreditation (as a Vice Chair)
- Head of Institutional Research Unit
- Vice Deans of Colleges
- Vice Dean of Graduate Studies
- Vice Dean of Scientific Research
- Vice Dean of Student Services
- The Director of eLearning

2.4.2.2 Role of the Institutional Quality Committee

The duties of the Institutional Quality Committee include to:

- Develop, regularly evaluate, and review UBT's Quality Management System and UBT Quality policy ensuring its ongoing effectiveness and efficiency.
- Cultivate an institutional culture of excellence and continuous improvement across all UBT's various divisions and campuses.
- Strategically plan processes for quality assurance and continuous enhancement in all operational areas of the University.
- Identify Priority Areas for Quality Improvement across various academic and non-academic divisions of the University. Develop and oversee the implementation of annual improvement plans.

- Supervise and monitor the implementation of the University's Quality Management System across diverse campuses, providing continuous support and recommendations for improvement.
- Monitor the outcomes of quality initiatives in various colleges, academic support, and administrative units and departments.
- Develop and regularly review UBT's policy development framework and establish specific schedules for policy owners to update their policies.
- Oversee and provide guidelines to policy owners on the development of their respective policies and procedures.
- Ensure the University's compliance with its own policies, procedures, and other regulatory guidelines.
- Supervise the University's efforts towards achieving international accreditation, whether at an institutional or faculty/program level.
- Oversee the ongoing enhancement and quality of the student experience, maintaining oversight of curriculum review, development, and assessment practices.
- Analyze audit reports and external assessments, identifying improvement plans to address all gaps, recommendations, and suggestions.
- Review various semester and annual based reports produced by different academic, administrative and academic support departments and units.
- Conduct external assessments and benchmarks in core areas of the University to ensure that UBT standards align with those of other reputable institutions locally, regionally, and internationally.

2.4.3 The Students Recruitment, Admissions and Registration Committee

The Students Recruitment, Admissions and Registration Committee, under the purview of the Dean of Admissions and Registration, holds the responsibility for crafting and reviewing UBT's admissions and registration policies, approving students graduating lists, leading student recruitment, etc. These recommendations are then forwarded to the SEC and the University Council for ratification and approval. Additionally, the committee oversees the admissions and registration process across all campuses, ensuring alignment with institutional policies and guidelines. This includes evaluating credit transfers and other forms of internal transfers within the university.

Furthermore, the committee plays a pivotal role in developing the university's academic calendar and forecasting along the colleges the courses and section numbers for each academic year. This collaborative effort involves coordination with various stakeholders from colleges and departments, aiming to optimize the university's resources and streamline its activities effectively.

2.4.3.1 Composition of the Students Recruitment, Admissions and Registration Committee

The Students Recruitment, Admissions and Registration Committee comprises the following members:

- The Director of the Registration (Chair)
- Registration Coordinator from Female Campus
- The Director of Admissions
- Two Admissions officers (male and female)
- Representative from the Outreach, Marketing and International Links Office
- Heads of Department (within colleges)

2.4.3.2 Role of the Students Recruitment, Admissions and Registration Committee

- Develop and review all policies and procedures pertinent to admission, registration, student progression, grade appeals, etc. and submit them for approvals to the SEC, UC and BoTs as per the university governance structure.
- Collaborate closely with colleges, academic departments, and other marketing offices and units across the university to formulate student recruitment strategies for both local and international students.
- Supervise the execution of UBT's student recruitment strategy while actively monitoring retention and progression rates.
- Work collectively to establish the specific enrolment targets for each academic year, program, and branch. Determine in coordination with various Colleges and departments the number of students to be admitted for every academic year.
- Develop 2-3 year 'Projection Plan' of courses required to ensure students' smooth progression and graduation within stipulated timelines.
- Determine the maximum course capacity for each course based upon historical data from previous offerings and in-line with the University's capacity and other related policies.
- Determine admissions criteria for various programs offered by UBT and make recommendations to the UC and BoTs for approvals.
- Oversee the process of student admissions to ensure compliance and that equal opportunities are provided to all candidates.
- Consider and advise the Office of Admissions on aspects related to equivalencies and transfer of credits as required.
- Oversee the process of grade appeals across the university and ensure compliance with the related policies and procedures.
- Discuss semester and annual reports on statistics related to admissions, registration, student progression, etc.
- Supervise the development and evaluation of all university related academic catalogues as well as website content.

- Develop the University academic calendars for approval by the UC.

2.5 General Terms of References of the University Council

2.5.1. Role of the Chair

- To facilitate the convening of UC meetings in accordance with the prescribed meeting procedures outlined in this Manual.
- To collaborate with the Council Secretary to formulate meeting agendas based on the defined terms of references and duties of the University Council, ensuring that all supporting documents are distributed to Council members in advance.
- To preside over the Council meetings, providing guidance to ensure the meeting is productive, focused on key agenda items, and that all necessary decisions are made collectively.
- To review meeting minutes prepared by the secretary before their distribution to other members.
- To call for nominations for University Council membership.
- To notify elected Council members of their appointment to the University Council.
- To inform Council members of any new additions or terminations of Council memberships.
- To dispatch a memorandum to the Board of Trustees no later than five calendar days after each meeting, urging action on any resolutions passed by the Council and other significant matters as per the University's governance arrangements.
- To have minutes of previous meetings confirmed.
- To facilitate discussions on strategic matters relevant to the university, encouraging active participation from all members to ensure comprehensive involvement.
- To oversee the development and implementation of the UC Council policies and procedures.
- To produce annual reports on the Council's performance and that of its various reporting committees for presentation to the Board of Trustees.
- To act as the spokesperson for the University Council and represent it in the BoTs and other public meetings.

2.5.2. Role of the Vice Chair

- To Chair the meetings and activities of the UC in the absence of the Chair
- To work closely with the Chair on preparing the agenda of the meeting
- To review the minutes of meeting he/ she has Chaired prior to circulation to other members.
- To update the Chair on his/ her return on all matters pertinent to the meeting conducted for his/ her information and knowledge and for him/ her to take over.
- To work closely with the Chair on preparing the annual reports on the performance of the Council and its various reporting committees

- To coordinate activities as requested by the Chair.

2.5.3. Role of the Secretary

- To liaise with the Chair or Vice Chair of the UC and members of the Council for the preparation of the meeting agenda and ensuring related documents are submitted in support of the agenda
- To send meeting invitations to all UC members at least ten working days prior to the scheduled meeting date, along with circulating all necessary supporting documents and the meeting agenda.
- To organize any logistical arrangements required for the meeting.
- To assist in overseeing the administration of the nomination and election process for members serving on the UC.
- To record the proceedings of the meeting with accuracy, refraining from participating in the discussion unless requested by the Chair.
- To prepare the minutes of the meeting within five working days of its occurrence. The minutes should provide clear highlights of the topics discussed, decisions made, and include the names and designations of the attending members, as well as the votes cast by each member. The minutes should be labeled with a unique code number and date for easy reference, and the final approved version shall be signed by the Chair/Vice Chair.
- To be prepared to provide information on previous Council's meetings discussions or decisions if asked by the Chair.
- To ensure smooth communication, follow up and liaising with Secretaries of other councils and committees' and other members of the Executive Management.
- To perform any other duties assigned by the Chair of the UC.

2.5.4. Role of Council Members

- To prepare for the meeting by thoroughly reviewing pertinent documentation in advance and seeking appropriate consultation to ensure comprehensive understanding of the matters to be discussed.
- To promptly notify the Council Secretary in advance if unable to attend the meeting.
- To be prepared to articulate a concise and well-considered perspective on the matters under discussion.
- To proactively follow up with any additional actions required by the Council.
- If tasked with representing a specific constituency, to convey their viewpoint through the proper channels.

2.5.5. Quorum & Attendance

- The quorum for the UC meeting shall consist of two thirds of the voting members present in person with the attendance of either the Chair or Vice-Chair.
- Attendance to the meetings will be recorded as:
 - Member Present
 - Member Absent with apology at or before the Meeting.
 - Member Absent with no apology at or before the meeting.
- If a member cannot attend a meeting of the UC, this should be communicated to the Secretary of the Council prior to the meeting. Alternatively, it can be communicated to the Chair of the meeting at the beginning of the meeting. This notification should include a brief explanation of the reason for '**non-attendance**'. In the absence of communication, the member will be deemed '**Absent**'.
- In the case of elected members, a member who has been absent for three consecutive meetings, shall be dismissed from the Council, unless absence is due to a satisfactory reason presented and approved by the Chair.
- If an elected member has been removed from the Council, a new member will be appointed from the reserve list of elected members, if available or following appropriate election, to replace the member for the remainder of that person's period in office.
- In case the quorum is not available for any meeting, it will be convened again as a Postponed Meeting within 10 days and no quorum is required for such meeting. Decisions taken at such meeting should be ratified at the next regular meeting of the UC
- Should the regular meeting fail to ratify, the decisions taken in the Postponed Meeting shall be null and void.

2.5.6 Election of Faculty Member /Teaching Staff

- Nominations, including self-nominations, are sought by the Chair of the University Council prior to the commencement of the academic year. The election is made from among the full-time faculty and teaching staff of each established College.
- In the instance of nomination by the line manager or by other peers, approval must be sought from the nominated member prior to submission of the nomination form.
- All nominations must be submitted to the Chair of the UC between the 15th and 30th of August of each academic year using the appropriate form provided within the Appendix Section of this Manual. A call for nomination is circulated to all concerned parties by the Secretary of the Council on behalf of the Chair.
- After receiving the list of nominations, the Chair will distribute it to the entire community of full-time academic teaching staff across all Colleges, facilitating the election process for faculty/teaching staff representatives.

- If the exact number of nominations required was received for each vacant position(s), then the nominees are automatically deemed elected.
- Previously elected members may not nominate themselves or be re-nominated, in order to give the chance to others.
- All nominated faculty members academic teaching staff should have spent at least one academic year at the University before being nominated or self-nominating themselves and maybe from either the main or any of the University branch campuses.
- Any elected member may at any time resign from the membership of the Council by sending a written letter addressed to the Chair, at least (45) days prior the next regular council meeting, and the resignation shall take effect from the date of receipt by the Chair of such letter.

2.5.7 Invited Members

- Depending on the meeting agenda, either the Chair or Council members (with prior approval from the Chair) may extend an invitation to a 'non-council' member to participate in UC meetings.
- These non-members may be invited to offer technical expertise or address particular issues or queries raised by Council members. The meeting minutes for that specific Council session shall note the attendance of such individuals.
- Non-members have no voting rights.

2.5.8. Voting

- All decision in the meeting shall be made by consensus. Each council member shall have one vote in all proceedings. Invited members have no voting rights nor does the secretary of the Council.
- Motions are deemed carried out by a majority of fifty per cent plus one amongst those present. In the event of a tied vote, the Chair (or Vice-Chair in the absence of the Chair) will have the deciding vote.
- Resolutions of the UC shall be effective unless objected by the Chairman of the BoTs within (15) days from being notified.
- In the instance where the Council receives an emergency item which is not part of the original agenda of the meeting; a vote must be held on every proposal for it to be incorporated; it must receive the approval of at least two thirds of the members present and voting.

2.5.9 Agenda Procedures

- Twenty-one (21) days prior to the UC scheduled meeting, the secretary will send a request to various Council members to propose any items for discussion on the agenda. Proposed items shall be in line with the roles and responsibilities of the UC.

All submissions should be made within five working days from the request and shall be accompanied by any necessary supportive documents.

- Submissions by Council members may not be considered for inclusion in the agenda if:
 - There is insufficient information for the Council to make an informed decision.
 - The submission would be better served in a different forum or not in line with the roles and responsibilities of the council.
 - Procedure for the suggestion of items on the agenda have not been followed.
 - Timeframe for submission was not kept.
- Having received the various proposals, the Secretary in coordination with the Chair and/or Vice Chair of will draft the agenda. The agenda may also include items referred by other Boards, Councils or Committees.
- The Final Agenda of the Council's regular meetings shall be circulated within no later than 10 working days from the meeting (documents supporting various items on the agenda shall also be circulated along the agenda)
- In the case of extraordinary meetings, the agenda and associated supportive documents shall be circulated within no later than three working days.
- The following sections are commonly included in the meeting agendas as appropriate:
 - **Minutes of the previous meeting** – to allow for confirmation of the minutes and/or corrections where necessary.
 - **Intimations** – where the Council reports to and makes recommendations to another governing body; this section reports on what action has been taken by the other governing body on the recommendations previously submitted.
 - **Matters arising** – discussion of items with actions from the previous meeting(s)
 - **Other Business-** usually the penultimate item on the agenda; for discussion of items not listed on the agenda.
- Members of the UC are expected to come to the meeting prepared and perform due diligence to ensure they have ample time to go through the various documents shared by the secretary prior to the meeting.
- The UC is a decision-making body and cannot spare time for detailed reviews and discussion.
- Emergency items may be added to the agenda of the meeting upon approval of the Chair up to three working days prior to the meeting. An emergency item can only be one which could not have been foreseen in advance of the meeting and which must be resolved before the next scheduled meeting of the University Council.

2.5.10 Motions and Resolutions

- A motion is a proposal which is put forward and a resolution refers to the acceptance of a motion by a meeting. Motions and resolutions are prepared by the Chair in consultation where necessary with other members, through referral of matters from one of its committees, the Academic Council or from members of the Executive Management.
- Generally, for a motion to be put forward to a meeting, it requires a proposer and a seconder. However, a motion from the Chair of the UC does not require a seconder. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment is put to a vote before the original motion. If an amendment is not carried, the Chair shall put the motion in its original form to a vote. If an amendment is carried, the Chair shall put the amended motion to the meeting. Before a motion or an amendment is put to a vote, the Secretary shall read out the text to be voted on.
- Resolutions concerning items not included in the agenda may be presented and seconded but shall be placed on the agenda of the next meeting and not voted upon at that time. This rule may be suspended by at least a three-quarters vote of all members in attendance.
- The '**other business**' item on each agenda shall only be used to: (1) inform members of agenda items that are proposed for the next meeting, (2) convey briefly other items of information of a factual nature.

2.5.11. Minutes of Meeting

- The Council Secretary is responsible for drafting the minutes of meetings (MoMs), which are then reviewed by the Chair or Vice Chair of the Council before being sent to UC members for their input. The draft MoMs will be distributed no later than five working days after the meeting, allowing Council members three working days to provide feedback. After this period, the minutes will be considered automatically approved. Following input from all members, the MoMs will be finalized, approved, and signed by the Chair or Vice Chair. The final version will then be circulated to all Council members, and relevant parties will be notified of decisions pertaining to their work and operations.
- The minutes of meetings must adhere to the predefined template outlined in Appendix B of this manual, which provides clear instructions on:
 - Records of attendance listing the titles and full names of the Council members (in alphabetical order by surname)
 - Decisions made by the Council with any specific endorsement or disagreement if any, (There should be records of a member(s) of the Council specifically expressing his/her disagreement to a particular motion or issue)
 - Action items: to distinguish level of decision makings, the following words are highly advisable to be used and shall be highlighted in bold:
 - **Agreed:** Decision made, or action has been taken – based on the

authority of the Council

- **Approved:** Approved a recommendation presented by the President , member of the Executive Leadership or another council/ committee – based on authority.
 - **Recommend:** The Council recommends a specific action or proposal to be considered by another body or member of the Executive Management
 - **Declined:** A recommendation, proposal or request has been rejected
 - **Deferred:** A decision, proposal or recommendation has been delayed until further notice
 - **Referred:** A recommendation, proposal or request has been sent to another body for further consideration or because that body has more appropriate authority to consider the matter
- Information concerning all UC's meetings shall be centrally archived on the UBT internal portal.

2.6. Confidentiality & Conflict of Interest

- Members of the UC must keep confidential all information obtained from or in relation to the University or any of its staff, during the meetings discussions as well as any deliberations and decisions of the Council which have not, been publicly disclosed by the University.
- Members of the UC must avoid any kind of conflicts of interests.
- Members of the UC must act in good faith, honestly and for proper purposes consistent with the objects and interests of the University.
- Council members must not make improper use of his/ her or her position as a Council member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or for another person.

3. The Scientific Council

The Scientific Council (SC) formation is approved by the University BoTs and is chaired by the VPAA and reports to the President and holds a pivotal role in guiding the university's research agenda. It formulates and refines the institution's research direction, approve research strategies, plans and policies and oversee the allocation of research resources. This ensures alignment with the university's mission and societal needs.

The SC also sets policies for graduate education, from program design to admission criteria. It evaluates faculty applications for promotion including promotion in rank. Moreover, the SC monitors scientific matters, from ethical compliance to rigorous research standards. Collaborating closely with the University Council, it integrates academic and scientific endeavours, safeguarding the institution's reputation and academic integrity.

3.1 Members of the Scientific Council

The Membership of the Scientific Council comprises:

- The Vice President for Academic Affairs (as a Chair)
- The Dean of Scientific Research (as a secretary)
- The Dean of Graduate Studies
- One to a maximum of two faculty representative from each college nominated by the Dean of the College. These shall be at the rank of associate or full professor (unless not available within the College).

3.2 Roles and Responsibilities of the Scientific Council

- Provide strategic direction and advice to the University Council and President on the primary research and other scholarly activities focus of the university based on its internal capabilities and priorities.
- Formulate and oversee the execution of UBT's research strategy, ensuring seamless integration within various colleges and deanships.
- Monitor and review the UBT's research performance including research undertaken by graduate students and research happening at the level of colleges.
- Assess the quality of the research outcome of the university and its impact on teaching and learning and knowledge creation. This includes looking into the quality of the research component of all graduate programs offered by the university.

- Review and endorse research-related partnerships and collaborations (to be sent to the BoTs for final ratification), both at the national and international levels, to the University Council.
- Collaborate closely with diverse colleges and departments to foster an environment conducive to research throughout the University. This involves encouraging and facilitating interdisciplinary research and postgraduate studies.
- Investigate potential opportunities for university-industry and university-government partnerships, particularly for conducting pertinent research.
- Recommend for the BoT approval and oversee the implementation of all policies pertaining to scientific research, faculty scientific advancement, postgraduate studies and UBT's research code of conduct to the University Council.
- Review and evaluate all proposals submitted for research grants by the various members of the academic community.
- Review and make recommendations to the UC on the establishment of new research centers and the approval of proposed research projects, scientific conferences, research Chairs, etc.
- Study proposals made by the Colleges for the establishment of new graduate programs and make recommendations to the UC in accordance with UBT's regulations and its strategic priorities.
- Review proposals received from colleges and the Deanship of Graduate Studies relating to substantial amendments to graduate programs or eliminating an existing program and make recommendations to the UC in accordance.
- Advise and provide recommendations to the University Council on matters pertaining to graduate research, research training, and supervision within the University.
- Regularly assess the portfolio of UBT's graduate programs, relying on reports submitted by Colleges and the Deanship of Graduate Studies, to ensure they meet quality expectations and align with UBT's mission and market demands.
- Ensure that colleges and Deanship of Graduate Studies adhere to university requirements for the regular evaluation and ongoing development of academic programs, including annual program assessments and periodic program reviews for all graduate programs.
- Safeguard the research integrity of all activities undertaken by the university and its members.
- Recommend the appointment of teaching staff across various colleges based on a thorough assessment of their degrees and qualifications.
- Recommend the loaning, workload release, delegation on international scientific missions and discontinuation of teaching staff from colleges, in accordance with UBT's established rules and regulations.
- Provide recommendations for the promotion of teaching staff in accordance with UBT regulations.
- Discuss any other item on the agenda of the SC.

3.3 Conduct of Meetings of the Scientific Council

3.3.1. Frequency and Duration of the Meetings

- **Regular meetings:** The SC shall be held at least twice during each regular semester. The dates of such meetings will be announced within the University's internal calendar of activities.
- **Extraordinary meetings:** Extraordinary meetings may be called upon by the Chair of the Council or the University's President with a fifteen-day notice to address specific matters of concern. Such meetings can also be called by the Council's permanent members provided the request is made by 1/3 majority. In such cases all Council's members are to receive the agenda along with all supportive documents within five working days from the meeting.

3.4 General Terms of References of the Scientific Council

3.4.1. Role of the Chair

- To appoint a secretary to the council as a non-voting member from among UBT faculty and teaching staff community. This appointment is for a duration of (3) years.
- To call members for the Council's meeting in accordance with the meeting procedures described in this Manual.
- To prepare the agendas of meetings in alignment with the roles and responsibilities of the Council and ensure all supportive documents are presented ahead of time to members of the Council.
- To preside over the Council's meetings and provide leadership to ensure that the meeting is effective and focuses on its key items and actions to be discussed and that all necessary decisions are taken collectively.
- To review the minutes of meeting prepared by the secretary prior to circulation to other members and have minutes of previous meetings confirmed.
- To stimulate the discussion on strategic issues pertinent to the scientific matters of the university and encourage members to voice their views to ensure all members are actively involved.
- To self-evaluate the effectiveness of the Council and produce annual reports on the performance of the Council and any reporting committees.

The Chair of the Council has one voting right, in the case of tie vote, the side of the Chair shall prevail.

3.4.2. Role of the Secretary

- The secretary is appointed by the Council Chair from among the faculty and teaching staff community of UBT.
- To liaise with the Chair and members of the Council for the preparation of the meeting agenda and ensuring related documents are submitted in support of the agenda.
- To send the meeting invitation to all Council members at least fifteen working days prior to the meeting date and circulate along the meeting agenda all supportive documents required.
- To accurately record the proceedings of the meeting without entering the discussion unless requested by the Chair.
- To draw the minutes of the meeting within five working days of the meeting occurrence. The minutes of meeting should clearly highlight the items discussed, decisions reached, names and designations of the members present and the vote cast by each member. The minutes should bear the code number and date for easy tracking and final approved version shall be signed by the Chair.
- To ensure smooth communication, follow up and liaising with Secretaries of other councils and committees' and other members of the Executive Management.
- To perform any other duties assigned by the Chair.

3.4.3. Role of Council Members

- To prepare for the meeting by reading documentation in advance and consulting where appropriate to ensure they are fully informed about the matter discussed.
- To inform the Council Secretary in advance if they are unable to attend the meeting.
- To be ready to offer a concise point of view on matters to be discussed
- To follow-up as needed with additional actions as required by the Council
- If asked to provide a view from a particular constituency, to carry this through appropriate channels.
- To maintain confidentiality on all matters discussed by the Council in particular those related to teaching staff recruitment, evaluation and promotion.

3.4.4. Quorum & Attendance

- The quorum for the Council's meeting shall consist of two thirds of the voting members present in person with the attendance of the Chair.
- Attendance to the meetings will be recorded as:
 - Member Present
 - Member Absent with apology at or before the meeting
 - Member Absent with no apology at or before the meeting.
- If a member cannot attend a meeting of the Council, this should be communicated to the Secretary of the Council prior to the meeting. Alternatively, it can be

communicated to the Chair of the meeting at the beginning of the meeting. This notification should include a brief explanation of the reason for '**non-attendance**'. In the absence of communication, the member will be deemed '**Absent**'.

- In case the quorum is not available for any meeting, it will be convened again as a Postponed Meeting within 10 days and no quorum is required for such meeting. Decisions taken at such meeting should be ratified at the next regular meeting of the Council.
- Should the regular meeting fail to ratify, the decisions taken in the Postponed Meeting shall be null and void.

3.4.5 Invited Members

- Depending on the agenda of the meetings, the Chair or members of the Council (upon receiving approval from the Chair) may extend an invitation to a 'non-council' member to attend the Council's meetings.
- Non-members can be invited either provide technical advice or to respond to specific issues or queries that may raise from the Council members. The minutes of meetings of that particular Council meeting shall mention the attendance of such members.
- Non-members have no voting rights.

3.4.6. Voting

- All decision in the meeting shall be made by consensus (passed with majority of the votes). Each council member shall have one vote in all proceedings. Invited members have no voting rights as well as the council secretary.
- Motions are deemed carried out by a majority of fifty per cent plus one amongst those present. In the event of a tied vote, the Chair (or Vice-Chair in the absence of the Chair) will have the deciding vote.
- All decisions of the council are to be transmitted to the university president and are expected to receive approval within (20) days of their receipt, unless the president raises an objection. In the event of an objection, the matter pertaining to the rejection, along with the president's rationale and views on the matter, is resubmitted for reconsideration during the first regular or extraordinary meetings of the council.
- The University Council holds ultimate authority over the approval, modification, or rejection of all decisions made by the council.
- In the instance where the Council receives an emergency item which is not part of the original agenda of the meeting; a vote must be held on every proposal for it to be incorporated; it must receive the approval of at least two thirds of the members present and voting.

3.4.7 Agenda Procedures

- Thirty days prior to the Council scheduled meeting, the secretary will send a request to various Council members to propose any items for discussion on the agenda. Proposed items shall be in line with the roles and responsibilities of the Council. All

submissions should be made within five working days from the request and shall be accompanied by any necessary supportive documents.

- Submissions by Council members may not be considered for inclusion in the agenda if:
 - There is insufficient information for the Council to make an informed decision.
 - The submission would be better served in a different forum or not in line with the roles and responsibilities of the council.
 - Procedure for the suggestion of items on the agenda have not been followed.
 - Timeframe for submission was not kept.
- Having received the various proposals, the Secretary in coordination with the Chair of will draft the agenda. The agenda may also include items referred by other Boards, Councils or Committees.
- The Final Agenda of the Council's regular meetings shall be circulated within no later than 15 working days from the meeting (documents supporting various items on the agenda shall also be circulated along the agenda)
- In the case of extraordinary meetings, the agenda and associated supportive documents shall be circulated within no later than three working days.
- Emergency items may be added to the agenda of the meeting upon approval of the Chair up to three working days prior to the meeting. An emergency item can only be one which could not have been foreseen in advance of the meeting and which must be resolved before the next scheduled meeting of the Council.

3.4.8 Motions and Resolutions

- A motion is a proposal which is put forward and a resolution refers to the acceptance of a motion by a meeting. Motions and resolutions are prepared by the Chair in consultation where necessary with other members, through referral of matters from one of its committees, the Academic Council or from members of the Executive Management.
- Generally, for a motion to be put forward to a meeting, it requires a proposer and a seconder. However, a motion from the Chair of the Council does not require a seconder. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment is put to a vote before the original motion. If an amendment is not carried, the Chair shall put the motion in its original form to a vote. If an amendment is carried, the Chair shall put the amended motion to the meeting. Before a motion or an amendment is put to a vote, the Secretary shall read out the text to be voted on.
- Resolutions concerning items not included in the agenda may be presented and seconded but shall be placed on the agenda of the next meeting and not voted upon

at that time. This rule may be suspended by at least a three-quarters vote of all members in attendance.

- The 'other business' item on each agenda shall only be used to: (1) inform members of agenda items that are proposed for the next meeting, (2) convey briefly other items of information of a factual nature.

3.4.9. Minutes of Meeting

- The draft of the minutes of meetings (MoMs) shall be prepared by the Secretary and are reviewed by the Chair of the Council prior to being circulated to the Council members for their feedback. The draft of the MOMs shall be circulated within no later than five working days from the meeting date and members of the Council are given three working days to provide their input on the MoMs; after which the minutes are considered automatically approved. Upon receiving feedback from all members, the minutes of meetings will be approved and signed by the Chair/ vice Chair and circulated in their final version to all members of the Council and any other parties shall be informed of decisions concerning their work and operations.
- The minutes of meetings should use the predefined template found in the appendices section (Appendix B) of this manual shall clearly stipulate:
 - Records of attendance listing the titles and full names of the Council members (in alphabetical order by surname)
 - Decisions made by the Council with any specific endorsement or disagreement if any, (There should be records of a member(s) of the Council specifically expressing his/her disagreement to a particular motion or issue)
 - Action items: in order to distinguish level of decision makings, the following words are highly advisable to be used and shall be highlighted in bold:
 - 🕒 **Agreed:** Decision made, or action has been taken – based on the authority of the Council
 - 🕒 **Approved:** Approved a recommendation presented by a UBT President, member of the Executive Leadership or another Council or committee.
 - 🕒 **Recommend:** The Council recommends a specific action or proposal to be considered by another body or member of the Executive Management
 - 🕒 **Declined:** A recommendation, proposal or request has been rejected
 - 🕒 **Deferred:** A decision, proposal or recommendation has been delayed until further notice
 - 🕒 **Referred:** A recommendation, proposal or request has been sent to another body for further consideration or because that body has more appropriate authority to consider the matter
- Information concerning all Council's meetings shall be centrally archived on the UBT internal portal.

3.5 Standing Committees of the Scientific Council

3.5.1. Promotion Committee

The Promotion Committee considers applications for academic promotion and provides its recommendations to the UC for approval. It assesses various applications and determines the eligibility of candidates in line with the University criteria outlined in its Promotion Policy. The Committee also considers non-academic promotions dealing with staff members working within academic support or administrative units. The committee meets as per needs of the University.

3.5.1.1 Composition of the Promotion Committee

The Promotion Committee comprises the following members:

- The Dean of Scientific Research (Chair)
- The Vice Dean of Scientific Research
- The General Director of HR
- Three Faculty members at the equivalent or higher level than the promotion(s) being assessed and nominated by the Deans of different Colleges who have served at the University for at least one full academic year and who are at the rank of full or associate professors. These should not be part of the members of the scientific council.

3.5.1.2 Role of the Promotion Committee

The duties of the Promotion Committee include to:

- Develop and review all policies and procedures pertinent to the promotion of teaching staff across the University, including those related to academic promotion in rank in alignment with the Higher Education Council regulations.
- Evaluate applications for the promotion in academic rank of faculty members and scholars based on substantiated evidence and submit recommendations for approval to the University Council in adherence to institutional policies and procedures.
- Oversee and approve recommendations for faculty appraisal presented by the different Colleges.
- Select appropriate external reviewers to assess each candidate's application in cases involving promotions to academic ranks within the faculty.
- Deliberate on staff promotion proposals put forth by members of the Executive Leadership and provide recommendations to the University Council.
- Promote equal opportunities and eliminate unlawful discrimination.

3.5.2. Graduate Studies Committee

The Graduate Studies Committee plays a pivotal role in ensuring the excellence and effectiveness of postgraduate education within the institution. With a commitment to cultivating a dynamic and forward-thinking academic environment, the committee assumes a diverse array of responsibilities. These tasks are specifically designed to not only enhance

the overall quality of our postgraduate programs but also to foster the all-encompassing growth and development of UBT students. At its core, the committee is charged with actively engaging in the continual development and refinement of the university postgraduate offerings, and in developing and overseeing the implementation of all policies and procedures pertinent to postgraduate education. The committee is also responsible for overseeing the performance of graduate programs and students.

3.5.2.1 The Graduate Studies Committee

The Graduate Studies Committee comprises the following members:

- The Dearn of Graduate Studies (Chair)
- The Vice Dean of Graduate Studies
- The Dean of Admissions and Registration
- The Deans of Colleges (those offering postgraduate studies)
- One senior faculty member at the equivalent or higher level than the promotion(s) being assessed nominated by the Deans of different Colleges who have served at the University for at least one full academic year.

3.5.2.2 Role of the Graduate Studies Committee

The duties of the Graduate Studies Committee include to:

- Evaluate the degree to which UBT portfolio of postgraduate program aligns with its research goals and objectives outlined in the research strategy.
- Review proposals submitted for the establishment of new postgraduate programs and make recommendations to the Scientific Council.
- Review proposals received from colleges and the Deanship of Graduate Studies relating to substantial amendments to graduate programs or eliminating an existing program and make recommendations to the Scientific Council in accordance.
- Develop policies and procedures governing all matters of postgraduate studies and submit recommendations to the SC and UC for further endorsements and approvals.
- Review and approve academic and administrative procedures relevant to all aspects governing the undertaking, supervision, and evaluation of scientific theses and research projects.
- Assess the quantity and quality of research conducted by various postgraduate programs.
- Regularly assess the quality of UBT's postgraduate program supervision, as well as the extent of support, training, and mentorship offered to both students and supervisors and make recommendations in accordance to Colleges and the Deanship of Graduate Studies.
- Review the academic performance of postgraduate students.
- Monitor the performance of UBT postgraduate programs and adherence to quality standards.

- Establish mechanisms to verify and ensure that students are adhering to the established ethics policies and regulations and how ethical breaches or concerns in research activities handled and resolved.

3.6. Confidentiality & Conflict of Interest

- Members of the Council must keep confidential all information obtained from or in relation to the University or any of its staff, during the meetings discussions as well as any deliberations and decisions of the Council which have not, been publicly disclosed by the University.
- Members of the Council must avoid any kind of conflicts of interests.
- Members of the Council must act in good faith, honestly and for proper purposes consistent with the objects and interests of the University.
- Council members must not make improper use of his/ her or her position as a Council member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or for another person.

4. The Academic Committee

4.1. Terms of Reference of the Academic Committee

The Academic Committee, chaired by the University Vice President for Academic Affairs and reporting directly to the President. Its primary purpose is to engage in discussions and provide guidance and advise/update to the President on all matters central to the university's academic mission. This includes the enhancement and continual refinement of the quality of academic programs, the cultivation of a culture that champions innovation and excellence in teaching and learning, the promotion of research and scholarly activities, oversight of student performance, facilitation of a robust student experience, and the ongoing recommendation of pertinent academic standards and policies.

As part of its responsibilities, the Academic Committee should consistently assess the effectiveness of both the academic and student support experiences, and as necessary, furnish the President with feedback and comprehensive reports.

4.2. Members of the Academic Committee

The Members of the Committee are as follows:

- The University Vice President for Academic Affairs (Chair)
- The Dean of Graduate Studies
- The Dean for Scientific Research
- The Deans of Colleges
- The Dean of Admissions and Registration

4.3 Roles and Responsibilities of the Academic Committee

4.3.1. Role of the Academic Committee

The following represents a list of typical items discussed during the Academic Committee Meetings:

Colleges, Departments and Programs Establishment, Assessment, and Discontinuation

- Discuss and make recommendations to the President (before formally being submitted to the UC) on the establishment of new Colleges, departments and units or the cancellation of existig ones based on the University strategic priorities.
- Discuss and make recommendations to the President (before formally being submitted to the UC) on new programs' launch or programs closure (academic and professional programs)
- Discuss the overall effectiveness and quality of various academic programs.

Teaching & Learning (T&L) Excellence

- Discuss and monitor projects, strategies and initiatives which enhance the student experience as it relates to teaching and learning and which contribute to, and which support attainment, of the University's objectives.
- Discuss how to continuously promote enhancement in learning, teaching and student research through the identification and dissemination of good practice.
- Explore how programs can continuously integrate new technological advancements including those pertinent to AI in line with the university Learning and Teaching Strategy.
- Discuss faculty capacity building needs and how to promote faculty capacity building in areas linked to T&L
- Discuss latest trends in teaching and learning and explore how these may be integrated in the university's T&L practices.

Academic Partnerships & Collaborations

- Discuss any academic partnership or collaboration before making recommendations to the university president and relevant governance bodies.
- Discuss the value and impact of various academic partnerships and contracts with local and international partners.

Students' Performance and Progression

- Oversee the ongoing students' overall progression and academic performance.
- Discuss strategies to support and improve the academic performance of student at academic risk and monitor in accordance their effectiveness and advise the SEC as appropriate of the necessary actions to be taken.
- Assess the effectiveness of the university's general requirements courses in equipping students for success in their respective degree programs.
- Oversee the quality and value of academic advising at UBT and ensure it is consistently implemented across all colleges.

Research and Scholarly Activities

- Discuss UBT's research progress against its set priorities ensuring overall alignment with UBT Strategic Plan
- Regularly address aspects related to the institutional culture that supports the development and advancement of research and scholarly activities among faculty and students.
- Discuss strategies on how to encourage inter-disciplinary and inter-institutional research efforts and creative projects including those concerned with sustainability.
- Discuss major research projects and collaborations before making formal recommendation to the Scientific Council.
- Discuss and monitor the impact of the university research activities and publications

on the academic context and on the broader impact for society.

Community Engagement

- Oversee and evaluate community engagement initiatives conducted by the colleges, UBT Academy, and the Deanship of Scientific Research (consulting and research services) and determine the alignment of these activities with the broader university community engagement strategy.
- Identify, evaluate, and propose community-centric projects to the Deanship of Community Engagement with emphasis on revenue-generating initiatives.
- Discuss and advise the Deanship of Community Engagement on the establishment of effective industry related links and collaboration.
- Determine best strategies to promote the integration of community engagement into teaching, learning, and research within the faculty role.

Academic Governance, Planning and QA

- Review Quality Assurance internal or external reports (this includes NCAAA and international accreditation reports) and ensure that both non-conformances are closed and those recommendations for improvements are addressed.
- Monitor (on an ongoing and in a more informal manner) the performance of colleges and various academic departments and units across the University against their strategic/annual plans.
- Review various progresses reports submitted to the Council and take appropriate action for feedback and improvement.

The Student Transformative Experience

- Continuously monitor the implementation of UBT strategy, policy and related to the student learning experience including those pertinent to registration, progression, attendance, etc.
- Ensure a proactive approach to and effective engagement with equality and diversity across the constituent parts of the University, assuring that this reflects the University's vision and mission.
- Discuss the impacts and efficiency of student support services performance and effectiveness in the context of the services' impact on the student experience.
- Review reports on student satisfaction surveys and address any issues or performance gaps that may arise.
- Provide a forum to explore and debate issues emerging from students and propose measures to enhance the student experience.
- Oversee the development of a lifelong relationship with our alumni, and to oversee the promotion of careers work, employability, and enterprise within the University.

4.3.2. Role of the Chair

- To call members for the Academic Committee meeting based on a pre-determined agenda and scope for the meeting.
- To Chair Deans Committee's meetings and provide leadership to ensure that the meeting is effective and focuses on its key items and actions to be discussed.
- To review the minutes of meeting prepared by the secretary prior to circulation to other members and to the University President.
- To share with the Presidents reports and key items discussed in a timely manner ad appropriate.
- To encourage the active participation of all members during the meeting

4.3.4. Role of the Secretary

The secretary of the Academic Committee is an administrative person appointed by the VP Academic Affairs. The Secretary role is summarized in the following points:

- To liaise with the Chair Academic Committee for the preparation of the meeting agenda and ensuring that any documents supporting agenda are made available in a timely manner to all members.
- To send the invitation to the meeting to all Academic Committee members and any other invited member as per the request from the chair at least (5) days prior to the meeting date
- To finalize the minutes of each meeting within (3) working days from its occurrence.
- To ensure smooth communication, follow up and liaising with the Office of the Presidents and various colleges and deanships.
- To perform any other duties assigned by the Chair.

4.4 Conduct of Meetings of the Academic Committee

4.4.1. Frequency and Duration of the Meetings

- **Regular meetings:** The Academic Committee shall be held once every two weeks. The meetings will be scheduled at least (5) calendar days prior to the regular meetings to ensure items can be referred to the UC for further approvals.
- **On-demand meetings:** Extraordinary meetings may be called upon by the Chair to address specific matters of concern. In such cases all members will receive the agenda along with all supportive documents within 48 hours from the meeting.

4.4.2 Quorum & Attendance

- The quorum for the meeting shall consist of a majority of the members present in person with the attendance of the VPAA. In case the quorum is not available for any meeting, it will be convened again as a Postponed Meeting as decided by the Chair.
- If a member cannot attend a meeting, this should be communicated to the chair prior to the meeting. Alternatively, it can be communicated to the Chair of the meeting at the beginning of the meeting. This notification should include a brief explanation of the reason for non-attendance.

4.4.4. Invited Members

Depending on the scope and purpose of the Academic Committee meetings, the Chair may extend an invitation to a 'non-committee' member to attend certain meetings. The invitee may be, for example, representative from the Executive Leadership or any members of the university community assigned specific duties. Such members are usually invited to either give technical advice or seek their input into matters.

4.4.8. Minutes of Meeting

- The draft of the minutes of meetings (MoMs) shall be prepared by the Secretary and reviewed by the Chair before being circulated to the members for their feedback and approval. The Minutes of meetings or certain items may be forward to the University President as per the advice of the Chair.
- All minutes of meetings shall be centrally archived on the university internal SharePoint.

5. The Students Experience Committee

The University Student Experience Committee (SEC) chaired by the Dean for Student Affairs plays a pivotal role in curating a transformative, holistic, and enriching experience for every student at UBT. It is responsible for approving and monitoring various university programs and projects designed to enhance the student experience from the day the student enters the university to the day they graduate. This accounts for aspects related to providing learning and recreation facilities, support services, preparation for employment, graduation, etc. The committee works closely with the Academic Committee in supporting the student development, growth and success.

The committee which reports to UBT President is also responsible for advising the UC, the President and the VPAA on national and international developments in the enhancement of the student experience and for monitoring all issues affecting the student experience and make recommendations to address them. Its membership includes in addition to students' representatives, a representation from across all divisions of the University supporting UBT student journey.

5.1 Members of the Student Experience Committee

- The Dean of Student Affairs (Chair)
- Vice Dean of Student Affairs
- Registrar
- Head of Training Center
- The Director of eLearning
- Education Support Center Director
- Director of UBT Academy
- Director of Career Center
- Four elected Student representative (2 from undergraduate [one male and one female] and 2 from postgraduate [one male and one female])
- One selected full time faculty representative from every College appointed by the Dean of each College.

5.2 Roles and Responsibilities of the Student Experience Committee

The Student Experience Committee is responsible to:

- Identify, in consultation with relevant stakeholders, annual priorities related to services provided for UBT students to foster and promote student success comprehensively across the University.
- Develop an institution-wide action plans to enhance the student experience. This includes closely monitoring progress towards specific projects, objectives and initiatives outlined in UBT's Strategic Plan.

- Establish and oversee the implementation of a unified strategy, plans, and policies governing non-academic facets of UBT student life across the various campuses of the university, ensuring consistency and quality in the student experience.
- Provide proactive oversight of the UBT first-year student experience, ensuring its seamless integration for students and working towards enhancing retention rates.
- Endorse student training and capacity-building Plan proposed by the UBT Training Center, while consistently evaluating their effectiveness on student performance and growth.
- Supervise the strategic planning, execution, and assessment of UBT's learning resources, ensuring their optimal alignment with and support of the student academic journey.
- Ensure a proactive approach to and effective engagement with equality and diversity across the constituent parts of the University.
- Recommend to the UC pertinent policies and procedures related to non-academic student activities. This encompasses areas such as the establishment of student clubs, as well as the provision of career advising and placement services, among other essential services.
- Monitor, regularly evaluate, and comprehensively review the performance and effectiveness of student support services. This evaluation is conducted within the context of how these services impact the overall student experience.
- Review reports on student satisfaction surveys and promptly address any identified issues or performance gaps to ensure a responsive approach to continuously refining the student experience.
- Provide a forum to explore and debate issues emerging from students and propose measures to enhance the student experience.
- Identify and implement strategies and mechanisms that seamlessly integrate the student voice into the University's governance and decision-making processes and that students play an active and meaningful role in shaping the institution's decision making and various students related initiatives.
- Identify the needs of specific groups of students including those with special needs, students facing academic difficulties, etc. and ensure that these are addressed.
- Oversee the development of a lifelong relationship with our alumni, and to oversee the promotion of careers work, employability, and enterprise within the University.
- and curate programs and activities that nurture student engagement with sustainability, corporate responsibility and entrepreneurship, aligning closely with UBT's mission, values, and strategic priorities.

5.3 Conduct of Meetings of the Student Experience Committee

5.3.1. Frequency and Duration of the Meetings

- **Regular meetings:** The SEC shall be held at least twice during each academic regular semester. The dates of such meetings will be announced within the University's internal calendar of activities. All SEC regular meetings should be scheduled at least fifteen calendar days prior to the next UC regular meeting.
- **Extraordinary meetings:** Extraordinary meetings may be called upon by the Chair of the Committee with a seven-day notice to address specific matters of concern. Such meetings can also be called by the SEC permanent members provided the request is made by 2/3 majority. In such cases all SEC members are to receive the agenda along with all supportive documents within five working days from the meeting.

5.4 General Terms of References of the Student Experience Committee

5.4.1. Role of the Chair

- To call members for the committee's meeting in accordance with the meeting procedures described in this Manual.
- To prepare the agendas of meetings in alignment with the roles and responsibilities of the committee and ensure any supportive documents are presented ahead of time to members of the committee.
- To preside over the committee's meetings and provide leadership to ensure that the meeting is effective and focuses on its key items and actions to be discussed and that all necessary decisions are taken collectively.
- To review the minutes of meeting prepared by the secretary prior to circulation to other members and have minutes of previous meetings confirmed.
- To work closely with the colleges and Deanship of Student affairs to nominate students' representatives.
- To stimulate the discussion on strategic issues pertinent to the scientific matters of the university and encourage members to voice their views to ensure all members are actively involved.
- To self-evaluate the effectiveness of the committee and produce annual reports on the performance of the committee and any reporting committees.

The Chair of the committee has one voting right, in the case of tie vote, the side of the Chair shall prevail.

5.4.2. Role of the Secretary

- To liaise with the Chair and members of the Committee for the preparation of the meeting agenda and ensuring related documents are submitted in support of the agenda.
- To send the meeting invitation to all Committee members at least fifteen working days prior to the meeting date and circulate along the meeting agenda all supportive documents required.
- To assist in overseeing the administration of the nomination for students representatives.
- To accurately record the proceedings of the meeting without entering the discussion unless requested by the Chair.
- To draw the minutes of the meeting within five working days of the meeting occurrence. The minutes of meeting should clearly highlight the items discussed, decisions reached, names and designations of the members present and the vote cast by each member. The minutes should bear the code number and date for easy tracking and final approved version shall be signed by the Chair.
- To ensure smooth communication, follow up and liaising with Secretaries of other Committees and committees' and other members of the Executive Management.
- To perform any other duties assigned by the Chair.

5.4.3. Role of Committee Members

- To prepare for the meeting by reading documentation in advance and consulting where appropriate to ensure they are fully informed about the matter discussed.
- To inform the Committee Secretary in advance if they are unable to attend the meeting; this applies to students representatives as well .
- To be ready to offer a concise point of view on matters to be discussed. In the case of student representatives, these viewpoints should as much as possible accurately reflect the collective voice of the student body.
- To follow-up as needed with additional actions as required by the Committee
- If asked to provide a view from a particular constituency, to carry this through appropriate channels.

5.4.4. Quorum & Attendance

- The quorum for the Committee's meeting shall consist of two thirds of the voting members present in person with the attendance of the Chair.
- Attendance to the meetings will be recorded as:
 - Member Present
 - Member Absent with apology at or before the Meeting.
 - Member Absent with no apology at or before the meeting.

- If a member cannot attend a meeting of the Committee, this should be communicated to the Secretary of the Committee prior to the meeting. Alternatively, it can be communicated to the Chair of the meeting at the beginning of the meeting. This notification should include a brief explanation of the reason for '**non-attendance**'. In the absence of communication, the member will be deemed '**Absent**'.
- In case the quorum is not available for any meeting, it will be convened again as a Postponed Meeting within 10 days and no quorum is required for such meeting. Decisions taken at such meeting should be ratified at the next regular meeting of the Committee.
- Should the regular meeting fail to ratify, the decisions taken in the Postponed Meeting shall be null and void.

5.4.5 Invited Members

- Depending on the agenda of the meetings, the Chair or members of the Committee (upon receiving approval from the Chair) may extend an invitation to a 'non-Committee' member to attend the Committee's meetings.
- Non-members can be invited either provide technical advice or to respond to specific issues or queries that may raise from the Committee members. The minutes of meetings of that Committee meeting shall mention the attendance of such members.
- Non-members have no voting rights.

5.4.6. Voting

- All decision in the meeting shall be made by consensus (passed with majority of the votes). Each Committee member shall have one vote in all proceedings including students. Invited members have no voting rights.
- Motions are deemed carried out by a majority of fifty per cent plus one amongst those present. In the event of a tied vote, the Chair (or Vice-Chair in the absence of the Chair) will have the deciding vote.
- All decisions of the council are to be transmitted to the university president and are expected to receive approval within (20) days of their receipt unless the president raises an objection. In the event of an objection, the matter pertaining to the rejection, along with the president's rationale and views on the matter, is resubmitted for reconsideration during the first regular or extraordinary meetings of the council.
- In the instance where the Committee receives an emergency item which is not part of the original agenda of the meeting; a vote must be held on every proposal for it to be incorporated; it must receive the approval of at least two thirds of the members present and voting.

5.4.7 Agenda Procedures

- Thirty days prior to the Committee scheduled meeting, the secretary will send a request to various Committee members to propose any items for discussion on the agenda. Proposed items shall be in line with the roles and responsibilities of the Committee. All submissions should be made within five working days from the request and shall be accompanied by any necessary supportive documents.
- Submissions by Committee members may not be considered for inclusion in the agenda if:
 - There is insufficient information for the Committee to make an informed decision.
 - The submission would be better served in a different forum or not in line with the roles and responsibilities of the Committee.
 - Procedure for the suggestion of items on the agenda have not been followed.
 - Timeframe for submission was not kept.
- Having received the various proposals, the Secretary in coordination with the Chair of will draft the agenda. The agenda may also include items referred by other Boards, Committees or Committees.
- The Final Agenda of the Committee's regular meetings shall be circulated within no later than 15 working days from the meeting (documents supporting various items on the agenda shall also be circulated along the agenda)
- In the case of extraordinary meetings, the agenda and associated supportive documents shall be circulated within no later than three working days.
- Emergency items may be added to the agenda of the meeting upon approval of the Chair up to three working days prior to the meeting. An emergency item can only be one which could not have been foreseen in advance of the meeting and which must be resolved before the next scheduled meeting of the Committee.

5.4.8 Motions and Resolutions

- A motion is a proposal which is put forward and a resolution refers to the acceptance of a motion by a meeting. Motions and resolutions are prepared by the Chair in consultation where necessary with other members, through referral of matters from one of its committees, the Academic Committee or from members of the Executive Management.
- Generally, for a motion to be put forward to a meeting, it requires a proposer and a seconder. However, a motion from the Chair of the Committee does not require a seconder. For an amendment to a motion to be put, it requires a proposer and a seconder. An amendment is put to a vote before the original motion. If an amendment is not carried, the Chair shall put the motion in its original form to a vote. If an amendment is carried, the Chair shall put the amended motion to the

meeting. Before a motion or an amendment is put to a vote, the Secretary shall read out the text to be voted on.

- Resolutions concerning items not included in the agenda may be presented and seconded but shall be placed on the agenda of the next meeting and not voted upon at that time. This rule may be suspended by at least a three-quarters vote of all members in attendance.
- The 'other business' item on each agenda shall only be used to: (1) inform members of agenda items that are proposed for the next meeting, (2) convey briefly other items of information of a factual nature.

5.4.9. Minutes of Meeting

- The draft of the minutes of meetings (MoMs) shall be prepared by the Secretary and are reviewed by the Chair of the Committee prior to being circulated to the Committee members for their feedback. The draft of the MOMs shall be circulated within no later than five working days from the meeting date and members of the Committee are given three working days to provide their input on the MoMs; after which the minutes are considered automatically approved. Upon receiving feedback from all members, the minutes of meetings will be approved and signed by the Chair/ vice Chair and circulated in their final version to all members of the Committee and any other parties shall be informed of decisions concerning their work and operations.
- The minutes of meetings should use the predefined template found in the appendices section (Appendix B) of this manual shall clearly stipulate:
 - Records of attendance listing the titles and full names of the Committee members (in alphabetical order by surname)
 - Decisions made by the Committee with any specific endorsement or disagreement if any, (There should be records of a member(s) of the Committee specifically expressing his/her disagreement to a particular motion or issue)
 - Action items: in order to distinguish level of decision makings, the following words are highly advisable to be used and shall be highlighted in bold:
 - 🔍 **Agreed:** Decision made, or action has been taken – based on the authority of the Committee
 - 🔍 **Approved:** Approved a recommendation presented by a UBT President, member of the Executive Leadership or another Committee or committee.
 - 🔍 **Recommend:** The Committee recommends a specific action or proposal to be considered by another body or member of the Executive Management
 - 🔍 **Declined:** A recommendation, proposal or request has been rejected
 - 🔍 **Deferred:** A decision, proposal or recommendation has been delayed

until further notice

- **Referred:** A recommendation, proposal or request has been sent to another body for further consideration or because that body has more appropriate authority to consider the matter
- Information concerning all Committee's meetings shall be centrally archived on the UBT internal portal.

5.6. Confidentiality & Conflict of Interest

- Members of the Council including students' representatives must keep confidential all information obtained from or in relation to the University or any of its staff or students during the meetings discussions as well as any deliberations and decisions of the Council which have not, been publicly disclosed by the University.
- Members of the Council must avoid any kind of conflicts of interests.
- Members of the Council must act in good faith, honestly and for proper purposes consistent with the objects and interests of the University.
- Council members must not make improper use of his/ her or her position as a Council member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or for another person.

6. Other Academic Councils and Committees

6.1. The Colleges' Councils (CC)

The College Council, chaired by the respective College Dean, operates within the governance structure of UBT, and reports directly to the Vice President for Academic Affairs. Guided by the university's laws, by-laws, policies, and procedures, the Council is entrusted with the comprehensive oversight of academic and administrative affairs within the College. The College Council convenes monthly, requiring a 2/3 quorum along with the presence of the chair for the meeting to proceed.

One of its primary responsibilities is to develop and monitor the execution of the College's strategic plan and ensure the college effectiveness while, upholding all operations to the highest quality standards. This includes overseeing the portfolio of academic offerings and other co-curricular activities related to the colleges and departments. Additionally, the Council plays a vital role in shaping the College's trajectory concerning research and community engagement, aligning closely with UBT's institutional strategies in these domains. The College Council is additionally tasked with overseeing the overall student experience. It plays a critical role in ensuring that teaching and learning activities within various departments are characterized by innovation, engagement, and effective utilization of technology. Moreover, the CC takes responsibility for monitoring the overall performance and progression of students, ensuring they receive the necessary support to excel in their academic pursuits.

Regular monthly meetings serve as a platform for the Council to deliberate on matters pertinent to the College's progress and development. These meetings are documented through comprehensive minutes, which are subsequently communicated to the Vice President for Academic Affairs. Recommendations or items of significance from the Council may also be forwarded to other University-wide councils, such as the University Council, Scientific Council, BoTs, for further approvals or ratifications.

6.1.1 Composition of the College Council

Every College Council at UBT comprises the following:

- Dean of the College (Chair)
- Vice Dean(s) of the College
- Heads of Departments
- Two nominated faculty members appointed by the university president based on recommendation from the Dean of the College (from among those full-time faculty/teaching staff who spent at least 2 academic years at UBT)

6.1.2 Role of the College Council

The College Council is broadly responsible to:

- Develop and oversee the implementation of the College strategic and annual operational plans, HR plans and budgets and submit them for further approval to the University Council as per UBT Policy for Strategic Planning.
- Formulate the College's research and community engagement strategies and plans and promote active involvement of teaching staff and students in these initiatives. This should include close coordination with the university level Deanship of Community Engagement.
- Generate semester and annual progress reports for the College against its strategic plan, addressing any identified performance gaps and formulating corresponding improvement plans.
- Formulate and propose College-level policies and procedures to the University Council (UC) in support of the activities within the College, its departments, and programs. In addition to supervising their implementation and overseeing revisions once approved.
- Ensure the effective implementation of the university's Quality Management System, ensuring full compliance within the College and its various departments and programs.
- Review and deliberate on all quality reports generated by the various departments and programs, encompassing program annual reports and accreditation reports and when necessary, approve improvement plans and allocate necessary resources to ensure sustainable program enhancements.
- Discuss any academic or administrative challenges and issues specific to the College that may prevent the college from fulfilling its mission and achieving its strategic objectives.
- Recommend to the University Council the establishment of new departments and/or the development of new programs, tracks, or majors based on feedback received from the Department Council
- Oversee the annual and periodic assessment of programs and recommend significant curriculum changes to the University Council.
- Approve requests made by the Department Council for minor program changes and major course changes in line with the university's policies and regulations.
- Supervise the accreditation process for programs, ensuring compliance with NCAAA standards and any other relevant international accreditation requirements as applicable for the college.
- Supervise the incorporation of innovative learning and teaching practices within the College, aligning closely with UBT's Teaching and Learning Strategy (2024-2028).

- Verify that all programs are in accordance with UBT’s graduate attributes and confirm that students are consistently developing these attributes throughout their learning journey at UBT.
- Oversee student performance and progress across the college, including the review of grades, grade distribution, special exam allocations, and the approval of actions taken in unique circumstances, after thorough vetting and defense within the College.
- Approve final student results after endorsement by the Student Performance and Examination Committee and ensure ratification by the UC
- Determine the professional development requirements for faculty and teaching staff within the College and collaborate with the Training Center to address these needs.
- Propose to the Scientific Council the appointment, development, loaning, evaluation and termination of teaching staff including lecturers and demonstrators.
- Offer recommendations on student admission criteria to the Student Experience Committee for the diverse range of programs offered by the College as well as communicate the maximum number of students to be admitted each year for each program.
- Establish and monitor the implementation of the College’s calendar of student activities and programs, which encompasses the examination period, and present it to the University Council (UC) for final ratification.
- Recommend to the University Council (UC) the establishment of agreements and partnerships with local, regional, and international collaborators that align with the College’s mission.
- Review and address any matters referred to the College Council (CC) from the University Council or other higher-level councils, committees, or members of the Executive Management.

6.1.3 Committees Reporting to the College Council

6.1.3.1 The College Level Quality Committee

The College Level Quality Committee reports to the College Council and is primary responsibility to lead the integration of quality practices throughout the College and its Departments and programs, in accordance with UBT’s Quality Management System. It takes a proactive role in cultivating a pervasive culture of quality among faculty, staff, and students.

Furthermore, the Committee is actively engaged in policy monitoring, revision, and development (at college level) to guarantee that the College operates in compliance with internal and external policies and in accordance with the highest quality standards. It oversees the formulation and execution of annual quality improvement plans, ensuring that

each initiative contributes significantly to the enhancement of overall quality within the College and its academic offerings.

(a) Composition of the College Quality Committee

- **College Quality Coordinator (Chair)**
- Heads of Departments
- Vice Dean(s)
- 3 Full time faculty members/teaching staff nominated by the Dean of the College in coordination with Heads of Departments.

(b) Role of the College Quality Committee

- Supervise the comprehensive implementation of the UBT Quality Management System across the College and its various Departments, encompassing all programs, activities, and services.
- Evaluate and deliberate on the efficacy of the College, assessing its progress and achievement against its strategic and operational plans. This involves coordinating the preparation of periodic performance reports for the CC review and discussions before these are further sent to the UC.
- Assume an instrumental role in ensuring the integration of high-quality standards throughout all facets of the College, including teaching, research and scholarship activities, community services, and the student experience and report any issues to the Institutional level quality committee.
- Provide strategic and operational guidance to the College regarding institutional and regulatory quality assurance frameworks and imperatives.
- Develop college-level policies and procedures and refer them to the CC for ratification and further approvals as per UBT internal regulations.
- Foster an ongoing dialogue between staff and students to enrich the student learning experience. This involves identifying and implementing effective practices for student engagement and development.
- Review preliminary drafts' proposals for the establishment of new program or major program revisions submitted by the program-level quality committee before the complete documentation process. This assessment will encompass factors such as alignment with the College's vision, mission, and strategic priorities, academic content and consistency, maintenance of high academic standards and quality, interrelations with existing programs, resource implications, and adherence to the UBT's Quality Management System and Program Assessment Manual.
- Review and propose a timeline schedule for the systematic review of all academic programs within the College, overseeing the university's strategic project on program revamp and re-engineering.
- Authorize and forward submissions for program accreditation, ensuring consistency and adherence to quality standards for all programs offered by the College.
- Enforce, oversee, and advocate for best practices and innovative approaches in elevating the quality of learning and teaching throughout the College.

6.1.3.2 The Student Performance and Examination (SP&E) Committee

The Student Performance and Examination Committee, operating at the college level, reports directly to the College Council. Its core responsibility lies in overseeing student progress and performance, actively addressing any identified performance gaps. Moreover, the committee ensures the quality, appropriateness, validity, reliability and integrity of all examinations and assessments conducted at the college level.

This committee serves as the official body responsible for verifying students' results before they are submitted to the University Council (UC) for their respective approvals and ratifications.

(a) Composition of the SP&E Committee

The SP&E Committee includes:

- Vice Dean(s) of the College
- Head of Departments
- Representative from the Registration Department
- 4 Nominated Teaching Staff from among the College's Full time Staff (one per college)

(b) Role of the SP&E Committee

The SP&E Committee is responsible to:

- Oversee the progression and performance of students across various programs and cohorts within the college and promptly identifying and remedying any performance gaps.
- Communicate to the CC and to the Dean any matters that may arise during the assessment process.
- Exercise oversight over the organization and execution of all examinations held by the university, including those conducted at branch campuses.
- Offer guidance and continual advice to Departments and programs regarding mid-term and final assessments in line with UBT policies and its Teaching and Learning Strategy. This includes considerations such as level of complexity, coverage of materials, appropriate time allocation for completion, and overall assessment quality.
- Verify the establishment and consistent application of precise marking criteria to ascertain threshold standards and ensure there are no irregularities in the marking scheme or biasness throughout the University.
- Thoroughgoingly examine the students' performance results and ensure there are no irregularities in the marking scheme or biasness (grade distribution)
- Handle all aspects pertaining to identified cases of plagiarism in accordance with the University Policy for Academic Integrity and Plagiarism

- Review student results at the end of each semester and forward to the CC for approval.
- Review and recommend to the CC, the graduates' list for approval.

6.2 The Departments Councils (DC)

The Department Council is considered an integral component in academic governance system of UBT and is responsible to the College Council for all academic and administrative affairs of the Department. It ensures the effective planning and performance of department's operations as well as maintaining the quality of programs and the teaching and learning practices. The DC has the responsibility of overseeing the implementation of the university academic quality assurance system at the level of individual programs and courses; this involves leading programs and courses' evaluations and reviews.

To maintain a structured approach, Department Councils are scheduled to convene monthly, preferably at least one week prior to the regular CC meeting. Detailed minutes of these meetings are documented and subject to approval by the Dean of the respective College. Any issues raised during the DC meetings that require CC approval are promptly communicated for inclusion in the CC agenda for the subsequent monthly meeting. However, if an item is marked as an '**emergency**', the Dean of the College will exercise judgment on whether to include it in the agenda for the 'same month' meeting or defer it to the next regular session of the College Council."

6.2.1 Composition of the DC

- Head of Department (Chair)
- Department Coordinator from the Female Campus (as applicable)
- 3 full-time faculty members of the Department nominated by the Head of the Department
- 2 students nominated by the Head of Department (one male and one female)

6.2.2 Role of the DC

- Cultivate a culture of quality among both full-time and part-time teaching staff within the department.
- Present recommendations to the CC regarding any modifications to courses or programs, which may encompass adjustments to study plans, including the addition or removal of courses within programs.
- Approve minor changes in courses proposed by teaching staff across the department as a result of detailed assessment undertaken as part of the development of course reports.
- Identify and discuss new programs to be offered by the department, providing further recommendations to the CC for endorsement and subsequent referrals.

- Present recommendations to the Dean for the appointment and promotion of teaching staff members.
- Supervise the process, criteria, and selection of part-time teaching staff members, ensuring that teaching standards are upheld across all courses.
- Supervise the quality of teaching and learning practices on both the main campus and any branch campuses within the department and ensure their alignment with UBT Teaching and Learning Strategy.
- Ensure that student assessment strategies are appropriate and reflects the course material, syllabus and course goals and outcomes.
- Collaborate closely with the Program Quality Committees to develop the annual program reports as well as approve and supervise the implementation of improvement actions/plans derived from the findings to effectively address any issues or challenges within courses and programs, ensuring the quality loop is closed.
- Oversee the preparations for all program-level accreditation initiatives, including the development of self-study reports, in accordance with the College's plan and the strategic priorities of the university.
- Discuss any issues or matters related to the overall student experience within the department and the College as a whole.
- Oversee the process of initiating, supervising, and evaluating students' graduation projects.
- Supervise the internship program and other experiential learning initiatives offered by the Department, ensuring they are relevant, effective, and contribute to student success and improvement of their employability.
- Collaborate closely with the Registration Office and other stakeholders in the preparation of class and exam schedules.

6.2.3 Committees Reporting to the Department Council

6.2.3.1 Program Quality Committee

The Program-level Quality Committee at UBT reports to the Department Council and is responsible for ensuring that quality is integrated throughout the entire program life cycle, from inception to evaluation. The committee monitors the quality of existing programs, and supervises both annual and periodic assessments, along with taking the lead in program-level accreditations. It is also responsible for leading the development of proposals for the establishment of new academic programs in coordination with ad-hoc curriculum committees that may be formed to support the process.

This is all done in strict adherence to the university's internal quality management system and the predefined policies and procedures governing program development, assessment, and revision. Additionally, the PQC functions as an advisory and consultative body, providing ongoing feedback on standards and quality pertaining to teaching and learning, student assessment, and overall student experience.

(a) Composition of the Program Quality Committee

- Program Coordinator (As a Chair)
- Quality Coordinator
- Course Coordinators

(b) Role of the Program Quality Committee

- Oversee the design, development, and delivery of the program curriculum, ensuring consistently high-quality standards. This encompasses, but is not limited to, supervising the development and revision of learning outcomes (at both program and course levels), managing the curricular structure, and overseeing the selection and sequencing of courses.
- Uphold the standards of the university's awards to align with benchmarks prevailing in other universities, both nationally and internationally.
- Ensure that the curriculum's design and content, as well as teaching and learning strategies and assessments, are in accordance with UBT's Teaching and Learning Strategy as to ensure that students will be provided with appropriate learning opportunities to achieve the intended outcomes of the program and courses, offering them practical and hands-on experiences.
- Promote a focus toward enhancing the employability of UBT graduates by integrating employability skills across all programs and by providing students with authentic real-life experiences throughout their course of study."
- Develop and present initial proposals for the launch of new programs or major revisions of existing ones to the College Quality Committee in line with the university's Quality Management System. Additionally, make relevant recommendations to the CC, AC, UC, and Board of Trustees for further approval.
- Lead in the annual and periodic assessment process of the program, based on the findings and outcomes of various course reports.
- Develop program annual reports including improvement plans and submit them in accordance to the DC. The Committee is also tasked with following up on the implementation of the improvement plan.
- Take responsibility for the preparation for program-level accreditation (local and international as applicable) endeavors based on the College's plan and the strategic priorities of the university.
- Address reports and recommendations from the college council, as well as broader institutional-wide councils and committees, dealing with various aspects of quality and programs. Additionally, the committee shall consider any feedback provided through internal audits, external quality assurance, or from members of the program or college level advisory boards.
- Recommend enhancements to the university's infrastructure and data management systems to support university-wide assessment efforts.

- Identify, cultivate, and disseminate examples of best practices in program development, implementation, evaluation, and revision.

6.3. Councils and Committees ToRs.

- The quorum for the Committee's meeting shall consist of two thirds of the voting members present in person with the attendance of the Chair.
- Depending on the agenda of the meetings, the Chair or members of the Committee (upon receiving approval from the Chair) may extend an invitation to a 'non-Committee' member to attend the Committee's meetings. These are invited either provide technical advice or to respond to specific issues or queries that may raise from the Committee members. Non-members have no voting rights.
- All decision in the meeting of the CC and DC and their respective committees shall be made by consensus (passed with majority of the votes). Each council member shall have one vote in all proceedings. Invited members have no voting rights as well as the council secretary.
- Motions are deemed carried out by a majority of fifty per cent plus one amongst those present. In the event of a tied vote, the Chair will have the deciding vote.
- All decisions of the council are to be transmitted to the university president and are expected to receive approval within (20) days of their receipt, unless the president raises an objection. In the event of an objection, the matter pertaining to the rejection, along with the president's rationale and views on the matter, is resubmitted for reconsideration during the first regular or extraordinary meetings of the council.
- The University Council holds ultimate authority over the approval, modification, or rejection of all decisions made by the council.
- Members of the Council must keep confidential all information obtained from or in relation to the University or any of its staff or students during the meetings discussions as well as any deliberations and decisions of the Council which have not, been publicly disclosed by the University.

7. UBT Non-Academic Standing Committees

7.1 Digital Transformation, Facilities, and Infrastructure Committee

The Facilities, Digital Transformation, and IT Planning Committee hold the responsibility for overseeing a comprehensive range of initiatives that impact the UBT's physical infrastructure, digital transformation projects, and environmental sustainability efforts. This encompasses planning, construction, maintenance, expansion, and renovation projects that affect the University's consolidated infrastructure, encompassing its lands, improvements, and capital equipment. The Committee manages the strategic development of IT infrastructure that supports the UBT community of students, faculty, and staff.

The Committee's purview extends to the formulation of recommendations to the President, the University Council (UC), and the Board of Trustees (BoTs) regarding critical aspects of the University's development. This includes the University's Master Plan, buildings, parking facilities, utilities, as well as health, safety, and other environmental sustainability matters. Additionally, the Committee is entrusted with the development of sound policies governing the maintenance and operation of the University. Furthermore, it undertakes the crucial task of reviewing the short and long-term plan for University facilities, ensuring alignment with the University's vision and goals including those related to sustainability and digital transformation.

The Committee shall meet at least twice every academic year to develop annual plans to support the university strategic priorities.

7.1.1 Composition of the Digital Transformation, Facilities and Infrastructure Committee

- The VP for Digital Services (Chair)
- Facilities and Campus Development Director
- Manager of IT Networking and Telecommunication
- Manager of Applications and Programming
- Director of eLearning Department
- Director of Learning Resources and Labs
- The Director of Finance

7.1.2 Role of the Digital Transformation, Facilities and Infrastructure Committee

The Committee is responsible to:

- Formulate comprehensive short and long-term plans for IT infrastructure, digital transformation, and facilities management for UBT campuses in line with the University's strategic priorities and synchronize physical campus developments with these plans.

- Continuously monitor and evaluate the efficiency, condition, and utilization of existing facilities, IT infrastructure, and utilities through engagement with various stakeholders. This ensures their suitability in supporting UBT's mission and priorities. Generate reports and propose improvement plans for review by relevant parties as necessary.
- Develop operating and capital budgets for the campus operation, maintenance, utilities, and major repairs, and make recommendations to the UC and BoTs to ensure resources are adequate and appropriately allocated to support the needs of the University.
- Work closely with various units across the university to identify opportunities for digital transformation within the University's infrastructure and facilities, aiming to enhance efficiency, accessibility, and technological integration.
- Collaborate with relevant stakeholders to implement digital solutions that support academic and administrative functions, fostering a seamless and efficient University experience for students, faculty, and staff.
- Develop and implement a plan of digital initiatives that enhance the overall student experience, creating a technologically advanced and forward-thinking learning environment.
- Undertake the development and review of all policies that are related to IT, facilities planning and management, digitalization, health and safety, and sustainability activities and refer to University Council for approvals.
- Oversee the planning, design, and implementation of sustainable practices and green initiatives across all University facilities, promoting environmental consciousness and resource efficiency.
- Collaborate with relevant parties to integrate state-of-the-art digital technologies into the University's infrastructure, fostering innovation and ensuring the institution remains technologically competitive.
- Evaluate and recommend initiatives to optimize the use of IT resources, ensuring they align with the University's goals for digital advancement and transformation.
- Foster a culture of digital innovation and sustainability awareness within the University community, encouraging the active participation and contribution of students, faculty, and staff.
- Provide advice to the on information and communications technology (ICT) strategy and policy direction.
- Oversee the reliability and effectiveness of the University IT infrastructure.
- Review and approve specific facility proposals including major addition or infrastructure project, restoration, and maintenance of the campus landscape, etc.
- Ensure that UBT various campuses adhere to the required standards and regulations dealing with health and safety. Monitor and assess the impact of digital transformation and sustainability initiatives on the University's operations and overall performance, making recommendations for continuous improvement.
- Monitor and assess the impact of digital transformation and sustainability initiatives on the University's operations and overall performance, making recommendations for continuous improvement.

7.2. Human Capital Committee (HCC)

The Human Capital Committee, reporting directly to the President, holds the important role of overseeing the UBT's human resources policies and practices. It serves as a key advisory body to the Board of Trustees (BoTs), the University Council (UC), and other members of the Executive Leadership Team, particularly concerning crucial aspects of workforce planning, strategy, and investment. The aim is to ensure that the composition and ethos of the workforce are optimally aligned with UBT's strategic imperatives and faithfully reflect the University's core values.

The Committee diligently upholds the University's mission, promoting equity, respect, and compliance with all relevant employment, labor, and workplace laws within the Kingdom of Saudi Arabia.

Scheduled to convene at least twice during each academic year, one of these sessions forms an integral part of the process for devising annual plans across all Colleges, departments, and branch campuses.

7.2.1 Composition of the Human Capital Committee

The Human Capital Committee shall comprise of the following members:

- The HR General Director (Chair)
- The Dean of Scientific Research
- The Dean of Graduate Studies
- Director of Training Center
- Two full time faculty members appointed by the VPAA in coordination with the Colleges' Deans – these must have completed at least two years of appointment at the university
- The Director of Finance

7.2.2 Role of the Human Capital Committee

The indicative functions of the Human Capital Committee are to:

- Provide advice and offer recommendations to the University Council (UC) and the President regarding all facets of HR Strategy, encompassing policies and procedures.
- Oversee progress against the University HR plans in relation to recruitment, leadership and professional development, performance management and employment policies and procedures.
- Work closely with the Promotion Committee on determining the criteria and process for the promotion of all faculty and staff members.
- Review the manpower budget of the University before approval by the BoTs.
- Identify the need and purpose for recruitment on a timely basis.

- Review and recommend policies related to faculty and staff HR matters including but not limited to appointment, termination, performance appraisal, leave and retirement programs, and benefits among others.
- Define the criteria and process for the selection, appointment and evaluation of senior administrative staff including Deans of Auxiliary Deanships, Directors and Heads of Departments. These shall be ratified by the University Council
- Thoroughly review and approve all job descriptions across the university, ensuring they are current and effectively communicated to both academic and administrative staff.
- Propose adjustments to remuneration and salary schemes based on benchmarks and present these for consideration by the BoTs to ensure the university continues to offer competitive packages that will allow it to attract and retain talent.
- Work closely with the Training Center and colleges to regularly assess the university training needs and develop annual plans for professional development across the University.
- Establish succession and career planning strategies and identify in accordance training strategies and plans for staff and faculty members.
- Establish sound mechanisms to ensure UBT's business and leadership continuity as well as workplace succession planning when staff members in managerial positions leave the university.
- Monitor the University's annual staff profile and trends, including employee perception data.
- Oversee and coordinate with other members of the Executive Leadership the cycle of performance review for all positions across the university.
- Provide and encourage high standards in the area of equality and diversity and monitor via Annual Report that the University is compliant with statutory requirements.

7.3 Finance & Budgeting Committee

The Finance and Budgeting Committee, under the direct purview of the University President, holds responsibility for fiscal operations at the University. This encompasses overseeing the preparation of the University budget, as well as monitoring ongoing financial activities and outcomes. The committee ensures the existence or development of viable long-term financial plans and communicates budgetary concerns and other pertinent financial matters to both the University Council (UC) and the Board of Trustees (BoTs).

The committee is scheduled to convene at least four times during each academic year, with one session dedicated to the process of formulating annual plans for all Colleges, departments, and branch campuses.

7.3.1 Composition of the Finance and Budgeting Committee

The Finance Committee shall comprise of the following members:

- The Director of Finance (Chair)
- Director of HR
- Strategic Planning and Governance Director
- The Head of Audit
- Two Faculty member with relevant qualifications from the CBA

7.3.2 Role of the Finance & Budgeting Committee

The Finance Committee is responsible to:

- Prepare the University's five-year financial plan, encompassing income and expenses, for each fiscal year and present it to the UC and BoTs.
- Review the annual budgets submitted by various Colleges and departments, including the capital expenditure budget prepared by the Finance General Director prior to consideration by the UB.
- Monitor the income and expenditure and report variances on a regular basis.
- Manage cash flows and banking relationships and raise funds for working capital.
- Plan long term financing for capital projects.
- Review and make recommendation to the UC and the BoTs on the university financial related policies and bylaws.
- Make sure that all academic and administrative projects and programs are cost-effective prior the implementation.
- Review the financial feasibility of all major expenditures for technology and equipment investments, plant expansion, new construction, and replacement or renovation of existing facilities, and recommend appropriate actions to the UC and the BoTs.
- Review the annual accounts and submit to the UC and the BoTs for consideration.
- Advice the UC and the BoTs on investment opportunities for any surplus fund.
- Submit a follow-up report on the university financial position quarterly to the BoTs.

7.4 The Community Engagement Committee (CEC)

The Community Engagement Committee, under the supervision of the President, plays a crucial role in formulating the comprehensive institutional strategy for community engagement that involves faculty, students, staff and alumni. This involves establishing and nurturing strong connections with the community, developing policies specific to community engagement, and suggesting activities based on a thorough analysis of community needs. The committee is further tasked with overseeing the execution of these activities and evaluating their impact on the university's engagement with the community.

The Committee works towards creating an environment where all members of the university community, including students and alumni, actively participate in community engagement efforts.

In addition to these vital functions, the Community Engagement Committee also identifies and drives revenue-generating community activities. By strategically leveraging the strengths and resources of the university, these initiatives not only strengthen ties with the community but also contribute to the financial sustainability and growth of the institution.

7.4.1 Composition of the CEC Committee

The University Community Engagement Committee shall comprise:

- Dean of Community Engagement (Chair)
- Training Center Director
- The Director of Executive Education
- UBT Academy Director
- Vice Dean of Students Affairs
- Vice Dean of Graduate Studies
- Head of Alumni Relation
- One selected full-time faculty members from each College (appointed by their respective College Dean) - among which a chair is selected from the most senior members.

7.4.2 Role of the CEC

- Offer strategic guidance to the university regarding community engagement activities, aligning them with the institution's capacities and the discerned requirements of the community.
- Review and approve UBT's institutional community engagement strategy and plan developed by the Deanship of Community Engagement in coordination with various constituents and in-line with UBT strategic plan and priorities.
- Identify and prioritize revenue-generating community engagement activities that align with the university's capabilities and the community's needs, ensuring a strategic focus on financial sustainability.
- Strategically align community engagement initiatives with the university's broader sustainability goals, encompassing economic, social, and environmental dimensions.
- Assess the University's portfolio of community engagement activities to ensure these continue to be relevant.
- Thoroughly review all community engagement policies and procedures established by the Deanship of Community Engagement, which encompass all UBT community-related activities, including those that are revenue-generating and subsequently, provide recommendations to the University Committee (UC) for further consideration and approval.
- Review reports presented by the Deanship of Community Engagement on the university related community engagement efforts including those of individual Colleges, departments.

- Facilitate and establish effective community engagement links between the University and the industry locally, regionally, and internationally.
- Review various proposals for Community Engagement projects either submitted by the Deanship of Community Engagement or via the Colleges or requested by the community and make recommendations to the UC.
- Explore and cultivate strategic partnerships and collaborations with external stakeholders, leveraging community engagement initiatives to generate additional sources of revenue for the university. This includes seeking funding opportunities, sponsorships, and grants that support community-driven projects.

7.5 The Learning Resources Committee (LRC)

The LLRC reports to the VP Digital Services and works closely with different Colleges, the Deanship of Scientific Research and the Deanship of Graduate Studies to determine short- and long-term plans for the acquisition of UBT learning resources whether physical or digital on both the main and any branch campuses of the university. It is also in charge for the development and implementation of all libraries and learning resources policies including those pertinent to the acquisition of learning resources, the formation of interlibrary loans, the regular evaluation of the library holdings and the design and delivery of various library literacy programs, among others. The LLRC shall meet at least twice in an academic year towards the end of each regular semester.

7.5.1 Composition of the Learning Resources Committee

The Learning Resources Committee comprises the following members:

- Learning Resources and Labs Director (Chair)
- 2 Librarians; one from each campus
- The Vice Dean of Graduate Studies
- The Vice Dean of Research
- The Vice Dean of Colleges

7.5.2 Role of the of the Learning Resources Committee

- Oversee the effective acquisition and management of Library and other Learning Resources, including labs, classrooms, and student research centers, at UBT main and branch campuses. This support system is crucial for fostering a conducive learning and research environment for both faculty and students.
- Engage in discussions on strategic requirements and priorities to inform the budget allocation for library and other learning resources. Provide recommendations to the University Council for resource allocation in alignment with UBT's educational goals.
- Formulate short and long-term plans and budgets to underpin expenditures related to library and other learning resources. These plans must be in accordance with the University's strategic priorities and developed in consultation with relevant stakeholders, ensuring sufficiency and appropriateness.

- Lead the development and periodic review of policies and procedures governing the library and learning resources across all UBT campuses. This encompasses aspects such as the expansion of library collections, interlibrary loans, access and circulation policies, technology use guidelines, and IT facilities acquisition and replacement, among others.
- Ensure the effectiveness and comprehensiveness of the library literacy programs and services to support UBT's students, faculty, and researchers. These programs facilitate proficient utilization of the library's resources as well as other online databases and platforms provided by the University, both within and beyond campus boundaries.
- Institute measures to ensure access and reliability of UBT's IT infrastructure, particularly when online resources are in use to ensure uninterrupted learning and research activities.
- Conduct regular assessments to assess the efficiency of the library and learning resources, along with their associated services available to both students and faculty.
- Make recommendations to various stakeholders as to how to maintain and enhance the staff and student experience in the library as well as while using other learning resources.

Committees' Decision Making

- All decision in the meeting of the CC and DC and their respective committees shall be made by consensus (passed with majority of the votes). Each council member shall have one vote in all proceedings. Invited members have no voting rights as well as the council secretary.
- Motions are deemed carried out by a majority of fifty per cent plus one amongst those present. In the event of a tied vote, the Chair will have the deciding vote.
- All decisions of the council are to be transmitted to the university president and are expected to receive approval within (20) days of their receipt, unless the president raises an objection. In the event of an objection, the matter pertaining to the rejection, along with the president's rationale and views on the matter, is resubmitted for reconsideration during the first regular or extraordinary meetings of the council.
- The University Council holds ultimate authority over the approval, modification, or rejection of all decisions made by the council.
- In the instance where the Council receives an emergency item which is not part of the original agenda of the meeting; a vote must be held on every proposal for it to be incorporated; it must receive the approval of at least two thirds of the members present and voting.

8. UBT Institutional 'Ad-hoc' Committees ToRs

8.1. Establishment, Operations and Dissolution of 'Ad-hoc' Committees

Standing committees described in earlier sections of this Manual are those with a continued existence, formed to perform their assigned duties on an ongoing basis; these may report either to the BoTs, one of the University councils or to one of the members of the Executive Management. For such committees the terms of references are clearly articulated within this manual.

Ad-hoc committees on the other hand are formed to accomplish a specific task, project or objective, and are accordingly dissolved after the completion of the task/ project or achievement of the objective.

All Ad-hoc committees apart from those reporting to the Board of Trustees shall be established and dissolved by the University President. In the case of committee reporting to the BoTs; these are to be formed or dissolved by the Chair of the Board of Trustees.

Among the ad-hoc committees which are frequently formed to address UBT ongoing matters whether academic, administrative or student related are:

- **Curriculum Development Committee:** This sort of committees are usually established at the department or college level and are tasked with the design, development, evaluation, and revision of specific academic programs within the university. Comprising experts and stakeholders that could be both internal and external, it ensures that the program, course content, structure, and delivery methods align with educational goals, industry needs, and accreditation standards.
- **Student and Staff Disciplinary Committees:** These committees are formed to handle cases related to student conduct, ensuring a fair and just process in matters of violations and disputes. On the other hand, the Staff Disciplinary Committee addresses concerns related to employee behavior, performance, or adherence to organizational policies, aiming to maintain a productive and harmonious work environment. Both committees play vital roles in upholding the integrity and values of the institution.

All requests for the formation of ad-hoc committees must be submitted using the designated form found in the Manual's appendix (Appendix F). These requests can be initiated by Chairs of respective Councils or by members of the Executive Management. They should be routed through the Office of the VP for Development and Quality for further processing, and ultimately submitted to either the Chair of the Board of Trustees or the President for consideration.

Upon approval of the formation of the Committee, a memo or circular shall be issued from the President's Office mentioning the **committee's name, reporting line, the**

membership, and frequency of meetings, the assigned roles and responsibilities along with the duration for which the committee will be formed. The following provides further guidelines on the work of such committees.

Upon completion of its designated task and achievement of the set objectives, an ad-hoc committee submits a report to the respective Chair of the Board, Council, or member of the Executive leadership to which it reports. The report outlines the accomplishments and outcomes of the committee and how it has met the set objectives. If the Chair or member deems that the objectives have been satisfactorily met, they will recommend the dissolution of the committee to the President, formalizing this through an official memorandum. In the instance of ad-hoc committees reporting to the Board of Trustees, this process is carried out by the Chair of the Board.

8.2 Roles and Responsibilities

This section describes the common procedures for ad-hoc committees pertaining to the role of the Chair and Secretary, as well as for the conduct of meetings and committee evaluation.

8.2.1 Role of the Chair of the Committee

The Chair of an ad-hoc committee may be either appointed or elected from among the committee members. The circular or memo issued by the University President to establish the committee will specify the committee's composition and clarify whether the Chair will be appointed or elected from the members of the newly formed committee.

Overall, the Chair is responsible:

- To call members for the committee meeting in accordance to agreed meeting schedule and scope.
- To preside over meetings of the committee
- To prepare agendas of meetings of the committee and ensure any required documents supporting the meeting agenda are presented.
- To send a memorandum to Chair of the Board / Council or member of the Executive Leadership to which they report- not more than one week after each meeting, calling for action regarding any resolution passed by the committee and other matters of importance.
- To prepare and submit a report outlining the work of the committee and how it has met the objectives set forth for the establishment of the committee as per the agreed timelines.
- To represent the committee at meetings of different Boards/ Councils and other platforms as needed.

8.2.2 Role of the Secretary (elected from among members of the committee)

- To work with the Committee Chair on the preparation and circulation of the meeting

agenda and related documents.

- To keep a record of attendance at meetings and activities, and whether advance notice was given of absences, all of this shall be included in the minutes.
- To maintain all committee documentation.
- To prepare the minutes of the regular committee meetings to the Chair within three working days of the meeting.
- To follow up and liaise with other committees as needed.

8.3 Conduct of Meetings

Ad-hoc committee meetings should be pre-planned and held in accordance with the requirement of tasks at hand and objectives to be achieved. The committee's report of activities should be scheduled in line other Councils' meetings.

Depending on the nature of the meeting agenda and scope of activities, the Chair of the committee shall inform members of the attendance requirements for each meeting. This is to ensure focus on relevant stakeholders and expertise as needed.

a) Quorum

No committee shall be formed with less than 4 members in addition to the Chair. Typically a quorum represents two thirds of the members in attendance in the presence of the Chair or a delegated person by the Chair.

b) Invited Members

Committee meetings are open to invited members upon prior written request to the Chair at least five days prior to the next regularly scheduled meeting.

c) Voting

Each member of the Committee shall have one vote in all proceedings. Motions are deemed carried out by a majority of fifty percent plus one amongst those present. In the event of a tied vote, the Chair will have the deciding vote.

d) Agenda Procedures

- The Chair of the committee must issue, within five days, a notice of the meeting including the time and duration. The agenda and related documents and information should be distributed to all committee members ahead of time to ensure adequate preparation and timely communication.
- Motions and resolutions are prepared by the Chair in consultation where necessary with the individual committee members, through referral of matters from one of the councils, or as directed by the member of the Executive Leadership to which the committee reports.

9. UBT Advisory Boards

Advisory Boards are mainly created for the purpose of obtaining creative and distinct strategic expertise and experiences, in addition to providing a neutral third-party evaluation unbiased to the interests of any other party in the institution (the university). To achieve this, meticulousness is exercised in selecting members from inside or outside the university to form distinctive and complementary capabilities and skills to those of the Board of Trustees and members of the Executives Management by focusing on reviewing and challenging the information or decisions taken by key administrators; determine areas for improvement in order to ensure that UBT remains true to its mission and to assist with its growth and development while it continues to gain local, regional and international recognition, improve the efficiency, and improve its performance.

Advisory boards have no legal or financial responsibility, and its members are not obligated or responsible for actions leading to loss by the executive administrators in case the Board recommendations were acted upon.

Advisory Boards have no authority or right to vote on the decisions of the university administration or any responsibility or legal guardianship on executive decisions taken by the administration.

9.1. UBT Institutional Advisory Board (IAB)

The Institutional Advisory Board of UBT serves as a valuable resource, offering strategic advice and guidance to the University Chairman of the BoT, University President, and senior leadership at the University. They engage in a thorough examination of crucial strategic matters that are brought to its attention. By leveraging their extensive expertise and diverse perspectives, the members contribute to helping to shape the University's long-term vision and objectives. Through constructive discussions and thoughtful recommendations, the Institutional Advisory Board plays a pivotal role in advancing UBT's mission and ensuring its continued success and growth on both a local and global scale.

9.1.1 Roles and Responsibilities of the IAB

The duties and responsibilities of the Institutional Advisory Board include:

- Act as informed advisors or a 'think tank' on issues of importance to the UBT.
- Offer continuous, impartial guidance, insights, and directives concerning the University's strategic focal points, with a particular emphasis on education, research, and community engagement.
- Provide guidance as to help ensure that the University always remains true to its mission.

- Assist in advancing the UBT's internationalization strategy and agenda, contributing to its global outreach efforts.
- Consistently explore avenues for fortifying UBT, which may encompass exploring potential collaborations, partnerships, novel funding sources, and strategic direction
- Act as an international advocate to the University to enhance its creditability by promoting its interests regionally and internationally.
- Offer valuable input and feedback on emerging concepts and advancements within the Higher Education sector which may be of relevance to UBT.
- Provide guidance on international fundraising endeavours, including the identification of pertinent opportunities for grants.
- Assist UBT Executive Leadership in leading institutional change where these are required.
- Develop a deep understanding of the nature of purposes and goals of UBT and the needs of the labour market and industry trends in order to be able to provide sound advice and guidance
- Provide wise and well-studied advice about the main issues and problems raised or required by the owners or members of the Board of Trustees.
- Provide a neutral unbiased opinion from a third perspective unrelated to the management of the university operations.
- Provide advice on the adoption of corporate governance principles to ensure the continuity and stability of administrative and academic entity of the university.

9.1.2. Board Membership

- The Institutional Advisory Board (IAB) is constituted with a minimum of five members, including the Chairman, and may comprise up to twelve members. These individuals, hailing from both international and local spheres, are distinguished experts possessing extensive experience, profound knowledge, and global proficiency in higher education leadership and administration, aligning closely with UBT's core areas of specialization. Furthermore, some members may have previously held notable positions within the University, contributing significantly to its advancement.
- Members of the Board typically serve a renewable two-year term.
- Members of the Board will normally serve a renewable two-year term.
- The Chairman of the Board of Trustees holds the authority to temporarily suspend the membership of any Board member whenever deemed beneficial for the Board's interests.
- New members may be invited by the Chairman of the BoTs to join the board as the need may arise by the University.
- The Board selects one individual from among its members to assume the role of Chair.

- The role of Chair involves working with the Chairman of the BoTs and the President to define the agenda for the board meeting, chairing the meeting; and approving the minutes of meetings.
- A board secretary is appointed by the Chairman of the BoTs and shall be among the full time faculty/ staff of UBT.
- Advisory Board meetings will involve the President and members of the Executive Leadership of UBT
- The role of the secretary is to work closely with the BoTs Chairman and the IAB Chair to finalize and circulate agenda, record attendance, take minutes, circulate them and follow-up on actions.
- The IAB is in charge of evaluating its own effectiveness and propose areas where it can improve its performance.

9.1.3. Frequency of Board Meetings

- The IAB shall meet at least twice a year as per the invitation from the Chairman with the presence of at least two-thirds of its members. The dates of the meeting shall be determined at least 3 months in advance.
- UBT shall cover all expenses associated to the travelling and stay of board members in KSA if the meeting was to take place in -person.
- Virtual meetings/ consultations may be called upon as seen appropriate by the Chairman. In such cases a minimum of a four weeks' notice shall be given to members.
- The final Agenda for the Boards meetings and activities shall be circulated at least 30 days before the meeting(s) dates. The duration of the meeting may vary from 2 to 6 hours depending on the agenda.

9.2 The College Industry Advisory Board (CIAB)

The College level Industry Advisory Boards at UBT reports to the Dean of Colleges and serve as a liaison between the different Colleges and the University and the KSA and region's industry governmental sector. It provides a consultative forum that allows the exchange of ideas and suggestions between the college's management and its teaching staff and the industry and professional community. It also plays a pivotal role in providing guidance, regular input, advice and recommendations to the college from an industry perspective to ensure the college continues to meet the market needs as well as those of the larger community.

The CIAB aims at supporting the college strategic directions in regards to continuously identifying possible future academic and professional programs and in setting up academic-industry partnerships.

The CIAB supports an integral component of the Academic Quality Assurance Framework of the college.

9.2.1 Roles and Responsibilities of the CIAB

- Offer continuous guidance and direction for the college to ensure that all of its programs remain up-to-date, professionally relevant, and capable of meeting the current and future demands of both industry and the wider community.
- Provide continuous feedback regarding the college's portfolio of programs, assessing their effectiveness in preparing students for professional careers in various industries.
- Propose potential areas for the college to consider for future programs, projects, and initiatives.
- Offer insights into current industry trends and directions that should be taken into account and incorporated into UBT's forthcoming academic and professional programs, as well as other research and community engagement endeavours.
- Enhance and strengthen the college's engagement and interactions with industry at all levels, including teaching, research, community engagement, appointments and career advising.
- Contribute to the establishment and growth of the college's standing within the local and regional industry.
- Review the college's community engagement activities and assist in identifying opportunities for faculty members and students' involvement.
- Work closely with the college to identify strategies and ways to create awareness about UBT offerings and activities, increase enrolment and improve employability.
- Assist in connecting UBT students with internship, externship, and employment opportunities in collaboration with the University's Career Development Center.

9.2.2 Board Membership

- The CIAB comprises senior representatives representing leading companies and government organizations in KSA.
- Members of the board are selected based on their areas of expertise (to align with the college's academic programs), affiliation, professional track record, willingness to devote time and shared vision.
- The CIAB shall consist of no less than 5 members and no more than 10 members: in addition to the College's representatives. The size of the Board shall align with the size and portfolio of the College.
- Members of the Board will normally serve a two-year term of office renewable to a similar duration.
- The Board elects from among its members a Chair
- The role of Chair include calling for meetings, preparing meetings' agendas coordination with the Board secretary, Chairing the meeting; reviewing, approving

and distributing minutes of meetings; and communicating information as and when necessary in collaboration with the office of the College President.

- The Board secretary is appointed by the College Dean and shall be one of the full time faculty/ staff of the college.
- The role of the secretary is to work closely with the Chair to finalize and circulate agenda, record attendance, take minutes and circulate them after the Chair approval, follow-up on actions, liaise and communicate information with various committee members as requested by the Chair.
- The Board meetings will also involve the Dean of the College and the Vice Deans

9.2.3 Board Meetings

- The CIAB shall meet at least twice a year (once during each regular semester).
- Additional meetings may be called upon by the Chair or the College Dean as seen appropriate. In such cases a minimum of a fifteen day notice shall be given to members.
- The CIAB meetings shall not take more than 3 hours and shall be scheduled outside of regular working days/ hours not to conflict with other members' duties unless all members shall agree on a given date and time during regular working hours.
- The quorum for the CIAB meeting shall consist of 50% attendance of all members in addition to the presence of the Chair and the presence of either the Dean and/ or his vice Deans.

9.3 Program Advisory Board (PAB)

The purpose of the program level advisory board which reports to the Department Council is to ensure the overall improvement of the learning process, not only for the students but also for the entire institution including the teaching faculty and remaining staff. As for the students, an advisory board ensures that the students receive an exceptional education that is not only responsive to the market needs but also is culturally competent, which goes hand in hand with the mission and goal of the University.

The Advisory Board shall provide the University with assistance, guidance, counsel, and recommendations in all forms. Thus, it will help identify myriad issues that could have an effect on the future of the University and helps resolve them.

9.3.1 Roles and Responsibilities of the Program Advisory Board

- Provide guidance and feedback on assessment and improvement of academic curricula, learning outcomes, and research.
- Engage in program annual and periodical evaluations.

- Propose updates and/ or modification of the content of academic courses.
- Assure the relevance of the educational process to the occupation-related needs of the community and the preparation of the students to assume professional responsibilities.
- Ensure that the students are provided with an exceptional educational environment.
- Facilitate the ongoing engagement with internal and external beneficial activities.
- Promote the interactive involvement with the local professional and international communities.
- Guide educational quality improvement.
- Assist the program in its efforts to attract, recruit and retain highly qualified students.

9.3.2 Program Level Advisory Board Membership

- The Program Level AB comprises senior representatives representing leading companies and government organizations in KSA
- Members of the board are selected based on their the alignment of their areas of expertise with the program
- The Program Level AB shall consist of no less than 6 members amongst two should be alumni and one should be a current student and no more than 12 members in addition to the Program Staff.
- Members of the Board will normally serve a two-year term of office renewable to a similar duration.
- The Board elects from among its members a Chair
- The role of Chair include calling for meetings, preparing meetings' agendas coordination with the Board secretary, Chairing the meeting; reviewing, approving and distributing minutes of meetings; and communicating information as and when necessary in collaboration with the office of the College President.
- The role of the secretary is to work closely with the Chair to finalize and circulate agenda, record attendance, take minutes and circulate them after the Chair approval, follow-up on actions, liaise and communicate information with various committee members as requested by the Chair.
- The Board meetings will also involve the Program Coordinator and selected teaching staff members as decided by the Head of the Department

9.3.3 Program Level Advisory Board Meetings

- The CIAB shall meet at least twice a year (once during each regular semester).
- The advisory board meetings shall be held four times per year and should have suitable length to maintain support, welfare, and participation of the members. These meetings should be efficient as they are extremely vital to the success and effectiveness of the Advisory board. At each meeting there should be a quorum present as a fixed minimum. Nevertheless, it is important to maintain communication between the members throughout the year through various means of communication such as electronic mail, phone, or whatever is suitable.

- During the development of new program, project, etc.; the advisory board are obliged to meet in person at least three times and communicate throughout the development and approval process.
- The Board meetings shall not take more than 3 hours and shall be scheduled outside of regular working days/ hours not to conflict with other members' duties unless all members shall agree on a given date and time during regular working hours.
- The quorum for the Board meeting shall consist of 50% attendance of all members in addition to the presence of the Chair and the presence of either the program coordinator.



Part IV

Assessment of UBT Governance Framework

Part IV: Assessment of UBT Governance Framework

1. The Importance of Regularly Evaluating UBT Governance

UBT operates under the governance of diverse bodies, committees, instruments, and processes. These components require regular evaluation to ensure that the university's governance structure remains well-suited to UBT's specific context, purposeful, and effective. Moreover, they must adhere to the regulations set forth by the Ministry of Education for Private Universities and Colleges. The routine assessment of boards, councils, committees, and other governing entities is a vital aspect of sound governance, and is frequently mandated by external quality assurance agencies.

UBT firmly believes that conducting periodic evaluations of its governance framework and taking time for reflective analysis will yield the following benefits:

- Enhancing accountability among internal and external stakeholders of the University.
- Providing an opportunity for self-reflection and evaluation of governance and management strengths and areas for improvement.
- Fostering a stronger sense of shared decision making, inclusivity, consensus and belonging by actively involving various stakeholders in the evaluation process.
- Ensuring different stakeholders have the opportunity to provide input and feedback.
- Demonstrating UBT's firm dedication and commitment to quality and ongoing enhancement.
- Ensuring the continuous appropriateness and fitness for purpose of UBT's governance arrangements, aligning them with the Ministry of Education's regulations and legislation for private universities in the Kingdom.
- Ensuring the attainment of the UBT's overarching governance goals and objectives
- Benchmarking UBT governance framework, processes and performance against those of other Higher Education Institutions, both nationally and internationally.
- Ensuring alignment of UBT's governance practices with recognized best practices on a national and global scale.
- Seeking external, independent perspectives on the university's governance system and its implementation, and consistently integrating fresh insights for further improvement.

2. Governance Framework Assessment

The evaluation of UBT's governance framework encompasses an in-depth examination of numerous critical elements. This includes an analysis of governance-related systems, the organizational structures in place, established rules and policies, defined objectives and their corresponding outcomes, the effectiveness of communication channels, prevailing organizational culture, exhibited behaviors, decision-making protocols, the strength of leadership capacities, as well as the dynamics of internal and external relationships.

This holistic assessment aims to provide a detailed understanding of the governance landscape within UBT. It seeks to determine the practices that have proven successful for the institution, while also shedding light on areas that may require refinement. In pursuit of these insights, the assessment endeavors to address the following crucial inquiries:

- What governance mechanisms have proven to be particularly effective in advancing UBT's mission and objectives?
- In which areas has the governance framework demonstrated room for improvement or optimization?
- How well do the established policies and structures align with the strategic goals of the University?
- To what extent do communication channels facilitate transparent and efficient flow of information within the institution?
- What aspects of organizational culture and behavior contribute positively to the governance framework, and where might enhancements be beneficial?
- Are decision-making processes conducive to agile and effective governance practices?
- How robust is the leadership capacity within UBT, and how does it influence governance outcomes?
- What is the nature and effectiveness of the University's relationships with internal stakeholders (faculty, staff, students) and external entities (partners, regulatory bodies, the wider community)?
- Has UBT demonstrated efficiency and effectiveness in attaining its governance objectives overall?
- Are there any notable success stories that the University has experienced?
- What valuable lessons has the University gleaned from its governance practices?
- Have there been any distinct challenges that necessitate focused attention and resolution?

2.1. UBT Governance Assessment Cycle

UBT has identified a robust system to periodically assess its governance framework at two levels: 1) internally and 2) externally.

2.1.1. Internal Self-Assessment

The internal self-assessment is a collaborative evaluation overseen by the Board of Trustees (BoTs) and facilitated by the UBT Vice Presidency for Quality and Development. This inclusive process actively engages various stakeholders, encouraging them to offer constructive feedback and perspectives; acknowledging areas where enhancement may be needed, pinpoint encountered challenges, and collectively identify viable solutions.

This approach not only facilitates the evaluation process but also serves as a platform for capacity-building. Individuals gain a deeper understanding of what practices are effective and what are not, and the reasons behind these assessments. This empowers them to contribute to UBT's agility, take ownership of corrective measures, and drive lasting, sustainable improvements.

In undertaking the internal-self assessment, UBT will use a range of approaches:

A. Annual Surveys and Questionnaires: The Office of the VP Development and Quality has the overall responsibility for the design, administration and analysis of an electronic annual survey to gather their feedback and perspectives on various governance aspects and which is distributed to all members serving on different Boards, Councils and Committees. The analysis of such surveys is then forwarded to the Chairs of the respective Boards/ Councils Committee for them to include within their annual reports on the Board/ Council/ Committee function. The survey is included in Appendix G of this Manual.

B. Data analysis: This considers demographic data about membership, attendance in meetings, turnover, number of decisions made/ issues closed, looking at how and if decisions over the year have been implemented or not, duration of meetings, etc. This is considered an important element of the governance assessment which can truly provide a better idea on the governance performance of individual Boards, Councils and Committees. The Vice Presidency for Development and Quality along Chairs of various Boards/ Councils /Committees need to reflect on such data whilst preparing their annual board/ councils or committee self –evaluation annual reports.

C. Focus Groups and Interviews: UBT acknowledges the significance of supplementing quantitative data obtained from surveys. Hence, the Vice Presidency for Development and Quality will conduct a biennial cycle of focus group discussions and one-on-one interviews with pertinent stakeholders. This approach allows for a more profound exploration of specific governance domains and issues.

During these focus group sessions, diverse stakeholders will assemble to contribute their insights and express their viewpoints in an honest and transparent setting. This inclusive format ensures that all stakeholders have the opportunity to provide feedback and offer valuable perspectives based on their experiences.

D. Documents Review: This involves the examination of existing policies, procedures, and reports related to governance to ensure they continue to be fit for purpose. This encompasses a thorough review of foundational documents such as the university's bylaws, policies and charters. In addition to evaluating how well the current governance framework operates in practice. A pivotal aspect of this assessment entails scrutinizing the minutes of various councils and committees meetings. This process offers valuable insights into the decision-making processes and discussions within councils and committees. The frequency of these meetings is also examined, ensuring they are held as per schedule. Lastly, alignment with terms of reference is assessed to ensure that discussions and decisions are in accordance with the defined scope and purpose of each council, committee or governing body.

E. Benchmarks: Every three years and prior to undertaking the external assessment of UBT governance framework, the Vice Presidency for Quality and Development will undergo a benchmarking exercise. Benchmarking is a tool used for improving performance; it is an evidence-based process that encourages comparisons with other institutions to enhance good practice. The process of benchmarking in the context of institutional governance usually involves identifying key areas/ dimensions for the comparison, choosing benchmark indicators (quantitative measures of achievement) and collecting information to enable comparisons (in order to improve performance).

The key benefits from benchmarking can be multiple and provide a way for UBT to self-assess and compare itself against other similar institutions. It also improves accountability; enables a better understanding of processes and practices; and helps gain information about performance to support decision making; and identify future areas of improvement.

Preparing the Annual Self-Assessment Reflective Reports

The Annual University Self-Assessment Reflective Report is prepared by the Unit of Strategic Planning and Governance, operating under the auspices of the Vice Presidency for Development and Quality, at the conclusion of each academic year. It draws upon the submissions from all Boards, Councils, and Committees reports, along with the measures outlined in section 2.1.1.

Deadlines for the submission of these reports are communicated via the UBT Quality Calendar, which is released at the start of the academic year. These reports, collaboratively prepared by the Chair and Vice Chair (if applicable), along with other members, are then forwarded to the Vice Presidency for Quality and Development.

Subsequently, the Unit of Strategic Planning and Governance generates a comprehensive report encompassing all aspects of university-wide governance. The reports originating from various Boards, Councils, and Committees address the following elements:

- Appropriateness of the terms of references
- Frequency of meetings
- Adequacy of topics discussed, aligned with respective Board/Council/Committee responsibilities.
- Attendance, engagement, and team spirit among members
- Quality of discussions during meetings
- Adherence to terms of reference and relevant regulations
- Efficiency of the decision-making process and its transparency to other stakeholders
- Conflict resolution
- Ethics and conduct
- Communication and record-keeping before, during, and after meetings
- Value of decisions and work undertaken by the Board, Council, or Committee.

Additionally, these reports encompass:

- Identification of major areas where potential problems or gaps may exist.
- Recognition of strengths, indicating where the Board, Council, or Committee is performing effectively.
- Identification of areas warranting closer evaluation and investigation
- Identification of areas for ongoing improvement.

Results from surveys and other data gathered should be integrated and reflected upon within this report.

The consolidated **Annual Institutional Self-Assessment Reflective Report** on governance beyond reflecting on the performance of various governance bodies across UBT includes:

- Appropriateness of the overall governance system and framework of UBT
- Percentage of achievement of governance related goals and outcomes
- Overall value of various Boards, Councils and Committees'
- Stakeholders' representation and perceptions
- Effectiveness of the decision making and its visibility to other stakeholders
- Implementation of decisions
- Accountability and compliance with UBT overall governance framework
- Leadership qualities of various constituents
- Effectiveness of the communication (including follow-up) across various boards and committees
- Impact and value of different advisory board established across the university.
- Adherence code of conduct and high standards of ethics

The reports also include:

- identification of major areas where there might be some problems or gaps.
- identification of strengths - areas where UBT governance is working well.
- identification of areas which need closer evaluation and investigation.
- identification of areas where capacity building may be required.
- identification of areas for continuous improvement
- Suggestions for the formation or dissolution of specific Boards/ Councils and Committees that maybe idle, no longer in need or overlapping with other governing bodies.

○

2.1.2 External Assessment (every three years)

The external assessment is where the University President upon recommendation of the Vice President for Quality and Development and the approval of the BoTs appoints a Panel of external experts to assess UBT's practices in regards to governance and management.

The panel of external experts formed to evaluate the governance and practices of the institution will involve usually no less than three experts and no more than five experts; among which one should be knowledgeable about the rules and regulations governing private Saudi universities in the kingdom as well as NCAAA standards and requirements. Members of the Expert Panel should have a proven track record in leading and managing higher education institution and may involve current or former Presidents, Vice Presidents and Provosts from other universities regionally and/ or internationally, highly qualified consultants or a specialized independent organization in the field which has expertise in undertaking governance assessment in the for higher education.

In undertaking their assessment, panel members shall have access to all data, produced documentation and information generated and compiled in previous cycles of the internal self-assessment process as well as related charters, bylaws, terms of references, organizational structures, high level job descriptions, etc. Panel members will also schedule meetings, conduct interviews and run surveys as deemed appropriate.

In undertaking their assessment, the external experts will use the 15 dimensions reflected in the External Governance Assessment Report Template (Appendix H) of this Manual.

The Panel will produce within two weeks from the visit a report with an overall evaluation of UBT governance against each of the 15 dimensions (and proposes to the BoTs recommendations for improvement. The BoTs reviews and discusses the report as part of the agenda of its next regular meeting and commissions the Vice Presidency for Quality and Development to develop, implement and monitor relevant action plans. Outcomes and results achieved from such action plans shall be highlighted in the next Annual Institutional Self-Assessment Reflective Report produced.



APPENDICES

(A, B, C, D, E, F, G & H)

Appendix A- Meeting Agenda Template

(Type of Board/ Council / Committee name here)

Meeting Name:				
Date:		Time:		
Meeting No.:		Location:		
Agenda Items				
#	Item	Presenter	Supporting Document(s)	Allocated Time

Confirmation of Previous Minutes of Meeting
Intimations (if any)
Matters Arising (if any)
AOB Items
a)
b)
c)

Emergency Items (if any)

1.

2.

Non-Member(s) Invitation

Name	Designation	Item Involved with	Any other Comments

Appendix B- Minutes of Meeting Template

Date:	Time:	Location:
Meeting No.		
Board/ Council / Committee Members	Name – Designation Name – Designation Name – Designation Name – Designation Name – Designation	
Invited Guest(s)	Name – Designation	
Absence(s)	Name – Designation	

Item 1	<i>(Title)</i>	<i>(Presenter Name)</i>
Supporting Documents		
Discussion Summary		
Action(s)	Responsibility	Deadline
Motions and Votes		

Item 2	<i>(Title)</i>	<i>(Presenter Name)</i>
Supporting Documents		
Discussion Summary		
Action(s)	Responsibility	Deadline
Motions and Votes		
Item 3	<i>(Title)</i>	<i>(Presenter Name)</i>
Supporting Documents		
Discussion Summary		
Action(s)	Responsibility	Deadline
Motions and Votes		

Appendix C- Chair Nomination Form

Council / Committee Name:	
Academic Year:	
Title	<input type="checkbox"/> Prof. <input type="checkbox"/> Dr. <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Other: _____
Candidate Full Name:	
Candidate Current Designation:	
Campus Name:	<input type="checkbox"/> Main Campus <input type="checkbox"/> Branch Campus (list which one)
No. of years working at UBT:	
No. of years serving on the Board/ Council/ Committee (if applicable)	
Briefly justify your suitability to Chair the Board/Council/ Committee	_____

A- In the case of nomination made by person other than the candidate, this shall be filled by the person nominating the candidate:

Name: _____ Position _____

Signature: _____ Date : _____

B- In the case of self -nomination

Signature: _____ Date: _____

Appendix D- Faculty/ Teaching Staff Nomination Form

Board/ Committee Name:	
Academic Year:	
Title:	<input type="checkbox"/> Prof. <input type="checkbox"/> Dr. <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Other: _____
Candidate Full Name:	
Candidate Current Designation:	
Campus Name (as applicable) :	<input type="checkbox"/> Main Campus <input type="checkbox"/> Branch Campus (list which one)
College and Department	
No. of years working at UBT:	
Have you previously served on this same Council/ Committee	<input type="checkbox"/> No <input type="checkbox"/> Yes
Have you served previously on any UBT Council/ Committee	<input type="checkbox"/> No <input type="checkbox"/> Yes (which one(s)) ?
Provide an explanation on your suitability to serve on the Board/ Committee and the potential contribution you may bring :	



In the case of nomination made by person other than the candidate, this shall be filled by the person nominating the candidate:

Name: _____

Position _____

Signature: _____

Date : _____

In the case of self -nomination

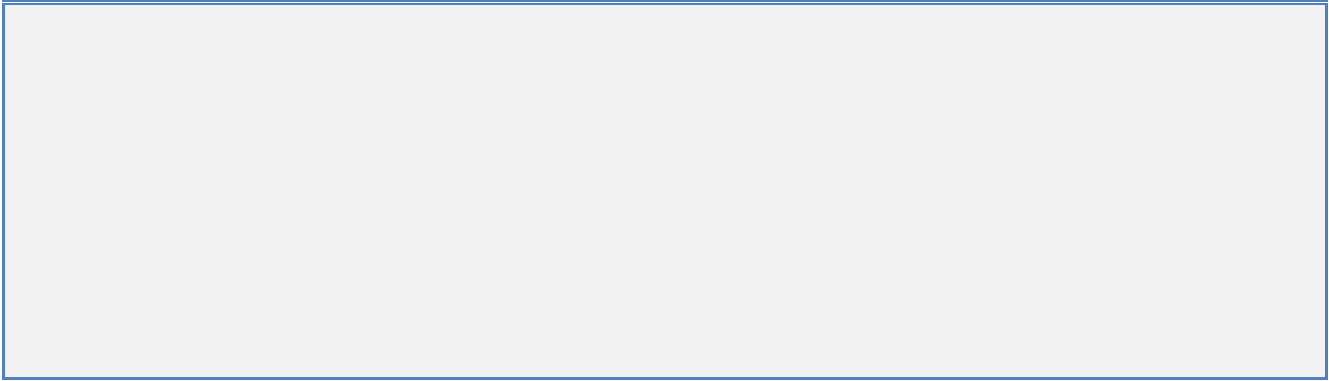
Your Name: _____

Date and Signature: _____



Appendix E- Student Nomination Form

Council /Committee Name:	
Academic Year:	
Title :	<input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Other: _____
Student ID:	
Student Full Name :	
Program of Study :	
College and Department Name:	
Program of Study:	
Year of Joining the University:	
Expected Graduation Year:	
<ul style="list-style-type: none"> • Are you in good academic standing? <input type="checkbox"/> Yes <input type="checkbox"/> No • Have you received any Disciplinary warning? <input type="checkbox"/> Yes <input type="checkbox"/> No • Are you currently registered in courses? <input type="checkbox"/> Yes <input type="checkbox"/> No 	
<ul style="list-style-type: none"> • Did you previously serve on any university Committee or Board? <input type="checkbox"/> Yes (which?) <input type="checkbox"/> No 	
<p>Provide an explanation of your potential contribution to the Board/ Committee and what makes you suitable to assume such role.</p>	



In the case of nomination made by person other than the candidate, this shall be filled by the person nominating the candidate:

Name: _____

Position _____

Signature: _____

Date : _____

In the case of self -nomination

Your Name: _____

Date and Signature : _____

Appendix F- Standing and Ad-Hoc Committee Formation Proposal

Please use the following template to request for the establishment of an ad-hoc committee. The Proposal shall be submitted to the VP for Quality and Development who upon consultation with the President will forward it the respective Chair or member of the Executive Management.

Name of the Proposed Committee	
Reporting Line	
Type of Committee	<input type="checkbox"/> Standing Committee <input type="checkbox"/> Ad-Hoc Committee
Requested by:	<i>Insert Name and Designation</i>

General Information about the Committee

1. Purpose of the Committee
2. Rationale for the Establishment of the Committee
3. Timeframe for the Operations (in the instance of ad-hoc committees) of the Committee & Anticipated Frequency of the Meetings
4. Tasks and Deliverables of the Committee
5. Proposed Committee Membership and terms of office

6. List any Required Resources to Support the Committee

Reviewed by:

Vice President for Quality and Development

Signature: _____

Date:

Approved by:

University President:

Signature: _____

Date: _____

Chair/ Executive Leadership Member

Name: _____

Signature: _____

Date: _____

Appendix G- UBT Governance Annual Evaluation Survey

All members serving on different Board, Councils or Committees at UBT are invited complete the following survey to evaluate using the following scale: **1= Strongly Disagree; 2= Disagree; 3= Neutral** (neither agree nor disagree); **4= Agree; 5= strongly agree** the work of the Board/ Council/ Committee they are serving.

This form does not need to be filled by members serving as either Chairs or Secretaries

Board/Council/ Committee Name	
Academic Year	
How long have you been serving on the Board/ Council / Committee?	

Dimension	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
-----------	-------------------	----------	---------	-------	----------------

Leadership Effectiveness Dimension						
1.	The Board/Council/ Committee provided distinct leadership and a clear vision	1	2	3	4	5
2.	The duties and responsibilities of the Board/ Council/ Committee were clearly stated in relevant documentation	1	2	3	4	5
3.	Members were clear about their respective roles and responsibilities	1	2	3	4	5
4.	As member I have received adequate information/ orientation that enabled me to assume my role	1	2	3	4	5
5.	The Board/ Council/ Committee was decisive, action oriented and get things done in a timely manner	1	2	3	4	5
6.	Ethical standards were clearly communicated and enforced by the Chair	1	2	3	4	5

7.	The Chair of the Board/ Council/ Committee conducted meetings efficiently and effectively and as per scheduled dates	1	2	3	4	5
8.	The working relationship between the Chair and the rest of the members was excellent	1	2	3	4	5
9.	Board/ Council/ Committee meetings were conducted in a way that promoted open communication, meaningful participation, and timely resolution of issues	1	2	3	4	5
10.	The Chair encouraged all members to give their input and feedback during meetings	1	2	3	4	5
11.	Serving on the Board/ Council/ Committee has been a rewarding and satisfying experience	1	2	3	4	5
12.	Conflicts occurring during meetings were resolved in a professional manner	1	2	3	4	5

Structure, Composition and Operations Effectiveness Dimension

13.	The Board/ Council/ Committee has clear selection and appointment procedures in place for all members including those elected or invited to attend meetings	1	2	3	4	5
14.	The membership of the Board/ Council/ Committee provided appropriate skills and experience to assume its duties	1	2	3	4	5
15.	The Board/ Council/ Committee size was appropriate	1	2	3	4	5
16.	The duration of meetings were appropriate and there were adequate opportunities for discussion among members during meetings	1	2	3	4	5
17.	The election of members (as applicable) was done in an inclusive and transparent manner	1	2	3	4	5
18.	There were sufficient meetings for the Board/ Council/ Committee	1	2	3	4	5
19.	The Board/Council / Committee met regularly as stipulated by its respective terms of reference	1	2	3	4	5
20.	Board/ Council/ Committee members were well-prepared for the meetings	1	2	3	4	5
21.	All Board/ Council/ Committee members were actively engaged in open and frank discussions that added value	1	2	3	4	5
22.	The Board/ Council/ Committee was sufficiently independent from the University Executive Management	1	2	3	4	5
23.	The Board/ Council/ Committee had the necessary information to undertake effective decision making and actions	1	2	3	4	5
24.	The agenda for various meetings were prepared in line with the stipulated terms of reference and communicated well in advance to all members along any supporting documents	1	2	3	4	5

25.	Board/ Council/ Committee members received Minutes of meeting in a timely manner	1	2	3	4	5
26.	Minutes of meetings were clear and reflected precisely the discussions and decisions made by the Board/ Council/ Committee	1	2	3	4	5
27.	In my own view, Board/ Council/ Committee members made various decisions for the good of the University and not individual constituencies	1	2	3	4	5
28.	The Board/ Council/ Committee operated according to the terms of references stipulated in the Governance Manual	1	2	3	4	5

Compliance and Monitoring of Performance Dimension

29.	As a member serving on Board/ Council/ Committee I believe I have a good knowledge and understanding of the University Governance Framework	1	2	3	4	5
30.	As a member serving on Board/ Council/ Committee I have confidence in the university governance structure	1	2	3	4	5
31.	I felt that the Board/ Council/ Committee has been successful in achieving its goals during the past academic year	1	2	3	4	5
32.	Board/ Council/ Committee members were involved in discussions about the board performance and engaged in the preparation of the Board/ Committee annual report	1	2	3	4	5
33.	Members received a copy of the annual assessment report prepared by the Chair of the Board/ Council/ Committee	1	2	3	4	5
34.	I felt that the meetings focused on strategic matters as oppose as operational issues	1	2	3	4	5
35.	All Board/ Council/ Committee demonstrated high ethical standards	1	2	3	4	5
36.	Board/ Council/ Committee members respected the confidentiality of the meeting discussions	1	2	3	4	5
37.	In my view the Board/ Council/ Committee operated in an effective manner	1	2	3	4	5
38.	I fell the work of the Board/ Council/ Committee was valued at the overall institutional and leadership level	1	2	3	4	5
39.	I consider my involvement with the university governance an important part of my role	1	2	3	4	5

Please include any challenges or areas of improvements the Board/Council or Committee may consider for the next academic year

Please include any areas where you felt the Board/Council or Committee was doing an outstanding work

Please add any other general comment(s) that may help improve UBT governance arrangements

Thank you for completing this survey. We appreciate your cooperation

Appendix H- UBT External Governance Assessment Report Template

The process of external assessment is undertaken against 15 pre-defined dimensions where the external panel of experts shall collectively provide their assessment of UBT maturity using the following scale:


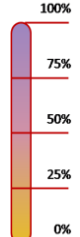
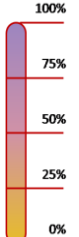
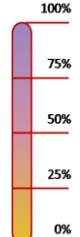
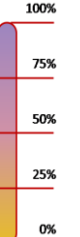
- **Initiated** – this refers to newly planned activities and initiatives they may not have started or could be new at institutional level or within one or more Boards, Council or Committees or at a College, Department or Unit level.
- **Implemented** – this level relates to activities and initiatives that have been developed and are in their implementation cycle.
- **Impacted** – this refers to initiatives and activities that are routinized and operationally managed and are creating impact within their respective Board, Council or Committee or at the College, Department/ Units and the overall University.
- **Integrated** – this refers to activities and initiatives that have been totally integrated and owned within the culture of the University.

Dimension 1: Governance Purpose, Values, Goals and Outcomes

Evaluate the UBT Governance with regards to its overall appropriateness based on the University's national context, its particularity, and good practices related governance in Higher Education. As appropriate provide example of evidence where available (i.e. clarity of purpose and goals, documented values, etc.)

Include any recommendations or areas where UBT governance purpose, values and outcomes may be improved.

Have any good practices with regards to this dimension been identified across the University? If yes, please list them


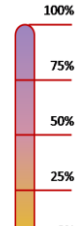
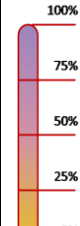
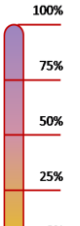
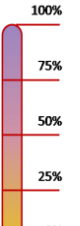
Assess the UBT maturity with regard to this particular dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
UBT Governance purpose, values, goals and outcomes	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				

Dimension 2: Clarity of Roles and Responsibilities and Terms of References for all UBT Boards and Committees and How they align with UBT Strategic Plan 2024-2028

Are the Terms of References for various University’s Boards, Councils and Committees clear, appropriate, and well documented? Are they supporting the achievement of UBT strategic plan?

Include any recommendations or areas where improvement may occur

Have any good practices with regard to this dimension been identified?

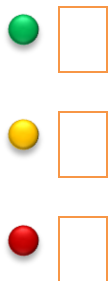
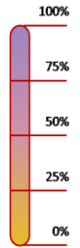
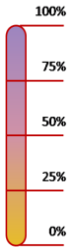
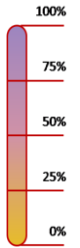
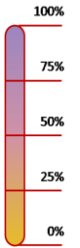
Assess UBT maturity with regard to this particular dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Clarity of roles and responsibilities and terms of reference for all UBT Boards and Committees	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	 100% 75% 50% 25% 0%	 100% 75% 50% 25% 0%	 100% 75% 50% 25% 0%	 100% 75% 50% 25% 0%
















Dimension 3: BoTs and Major Councils’ Size, Composition, Competencies and Performance


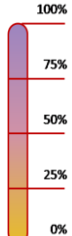
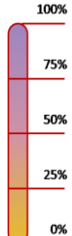
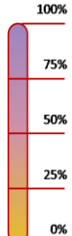
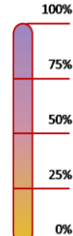
Provide an overview on the appropriateness of the size, compositions, diversity, and skills of the BoTs. Are there any competencies’ gaps? Is the BoTs representation balanced and appropriate? Does the size allow for effective and efficient discussions to take place? Is the BoTs effective and efficient? How is it impacting the University and contributing to planning its future?




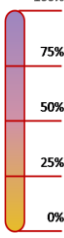
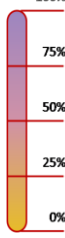
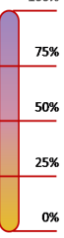
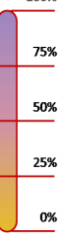
Include any recommendations or areas where the performance of the BoTs may be improved.

Provide an overview on the appropriateness of the size, compositions, representation of different stakeholders’ groups, diversity and skills of major Councils at UBT, this include the University and Academic Council as well as the Scientific Research and Graduate Studies Councils? Does the size of these Councils allow for effective and efficient discussions to take place? Are they effective and efficient? How are they impacting the University and contributing to planning its future?


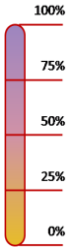
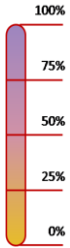
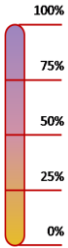
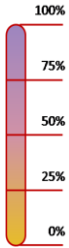


Have any good practices with regard to this dimension been identified?					
Assess UBT maturity with regard to this dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Board of Trustee size, composition, competencies and performance					
Dimension 4: Governance Visibility					
Provide an overall assessment on the UBT Governance visibility among various internal and external stakeholders – are there evidence for that? If yes, provide examples					
Include any recommendations on how governance arrangements visibility can be improved?					
Have any good practices regarding this dimension been identified?					

Assess the UBT maturity with regards to this dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Visibility of governance arrangements across the University	 <input type="checkbox"/>				
	 <input type="checkbox"/>				
	 <input type="checkbox"/>				
Dimension 5: Transparency of UBT governance					
Assess the level of transparency of UBT Governance framework - including the extent to which external stakeholders are involved in decision making					
Include any recommendations on how transparency may be improved at the University					
Have any good practices regarding this dimension been identified?					

Assess UBT maturity with regard to this dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Transparency of UBT Governance	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
	<p>Dimension 6: Autonomy</p> <p>Reflect and provide your views on the level of autonomy of UBT governance</p> <p>Include any recommendations or areas where governance level of autonomy requires major improvements and what actions need to be undertaken to overcome these.</p> <p>Have any good practices regarding this dimension been identified?</p> 				

Assess UBT maturity with regard to this dimension					
Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Autonomy	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>				
Dimension 7: Effectiveness of the Decision Making Process					
<p>Provide an overview and evaluation of the effectiveness of the decision-making process across the University? Provide tangible examples to support the evaluation</p>					
<p>Include any recommendations on how the decision making process across the University may be improved.</p>					
<p>Have any good practices with regard to this dimension been identified?</p>					

Assess UBT maturity with regard to this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Effectiveness of the decision making process	 <input type="checkbox"/>				
	 <input type="checkbox"/>				
	 <input type="checkbox"/>				
	<input type="checkbox"/>				

Dimension 8: Accountability vis-a-vis Various Stakeholders


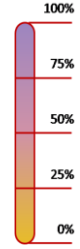
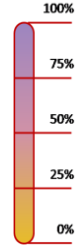
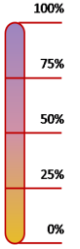
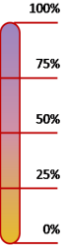

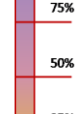
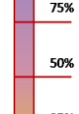
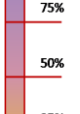
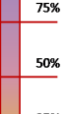

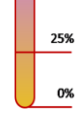
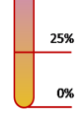
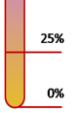
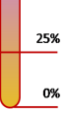




Assess UBT level of accountability vis-a-vis of its different internal and external stakeholders? What evidence is there to support the Panel views?

Include any recommendations where accountability may be improved

Have any good practices regarding this dimension been identified?

Assess UBT maturity regarding this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
-----------	-----------	-----------	-------------	----------	------------

Accountability vis a vis of various stakeholders		<input type="checkbox"/>				
		<input type="checkbox"/>				
		<input type="checkbox"/>				
		<input type="checkbox"/>				




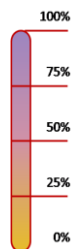
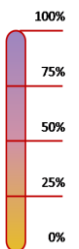


Dimension 9: Leadership Qualities across the University

Provide an overall assessment of the leadership qualities across the University including those on the female campus

Include means and methods where leadership qualities may be further improved.

Have any good practice regarding this dimension been identified?

Assess UBT maturity with regard to this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Leadership qualities across the University	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>				

Dimension 10: Compliance and Monitoring of Governance Arrangements

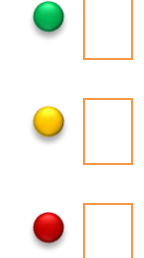
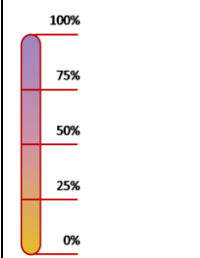
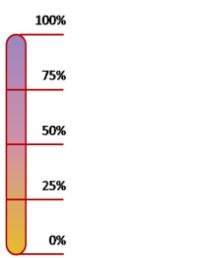
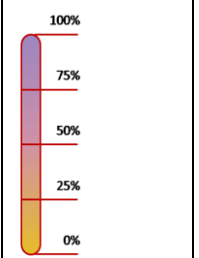
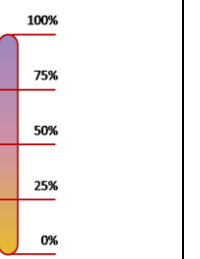
Evaluate UBT level of adherence and compliance with its own internal bylaws, policies and terms of reference, and any requirements from national regulatory bodies including the Ministry of Education and KSA

Are the mechanisms developed by the University robust enough and appropriate to evaluate the effectiveness and efficiency of its governance?

Include any suggestions and/ or recommendation where compliance and adherence may improve or where the evaluation process can be enhanced?

Have any good practices with regard to this dimension been identified?

Assess UBT maturity regarding this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Compliance and Monitoring of Governance Arrangements					


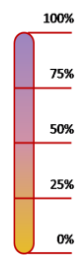
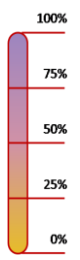
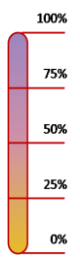
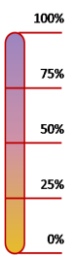
Dimension 11: Development and Training

- Provide your overall views on the extent to which members serving on various Boards, Councils and Committees as well as member of the Executive Leadership of the University have been oriented and trained about latest trends and developments in governance and their respective role?
- Do members serving on various Boards/ Councils/ Committees have sufficient knowledge and skills to carry out their responsibilities?
- Are there evidence of carrying induction programs and training workshops?

Include any suggestions to improve the development of various stakeholders' knowledge and skills in regards to governance

Have any good practices with regard to this dimension been identified?

Assess UBT maturity with regard to this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Development and Training	 <div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid orange; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid orange; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid orange; width: 20px; height: 20px; margin: 2px;"></div> </div>				




Dimension 12: Inclusion and Fair Representation

- Does UBT Governance Framework represent a fair representation of different internal stakeholders in the governance and decision-making arrangements of the University including a good representation from female campuses of the University?
- Do faculty members, teaching staff and students have a strong voice in decision making?

Include any recommendations or areas where governance in terms of inclusion and fair representation requires major improvements and what are the actions that need to be undertaken to overcome these.

Have any good practices regarding this dimension been identified?

Assess UBT maturity regarding this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Inclusion & Fair representation	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>				

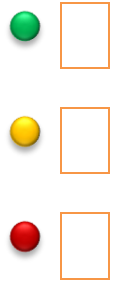
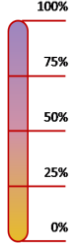
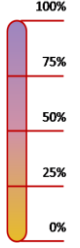
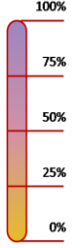
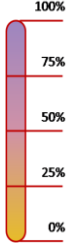
Dimension 13: Link between Corporate and Academic governance

How strong is the link between corporate and academic governance? Are the lines clear?

Include any suggestions for improving or clarifying the link between institutional and academic governance.

Have any good practices with regard to this dimension been identified?

Assess UBT maturity with regard to this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Link between corporate and academic governance					

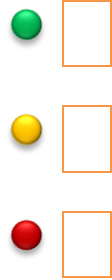
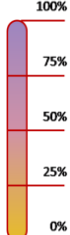
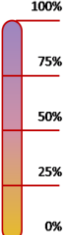
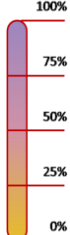

Dimension 14: Governance in Terms of Relationships between UBT and its External Stakeholders

How is the University's governance framework considering various external stakeholders? How efficient are the current practices?

Include any recommendations on areas where the relationship with external stakeholders may be strengthened

Have any good practices with regard to this dimension been identified?

Assess UBT maturity regarding this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
Governance in Terms of Relationships between UBT and its External Stakeholders					




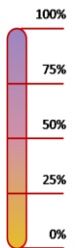
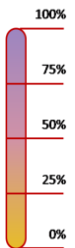
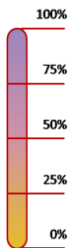
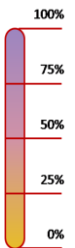
Dimension 15: Code of Conduct

Describe the level to which the University and its various members of the Executive Leadership and the Boards, Councils and Committees are enforcing, adhering, and complying with its UBT Code of conducts? Are conflicts of interests disclosed and how are they handled? Were there any breaches identified? What is the overall evaluation?

Include any suggestions on how this dimension may be further improved

Have any good practices with regard to this dimension been identified?

Assess UBT maturity with regard to this dimension

Dimension	Relevance	Initiated	Implemented	Impacted	Integrated
standards of Conduct	 <input type="checkbox"/>  <input type="checkbox"/>  <input type="checkbox"/>				

Relevance

 **High**
  **Medium**
  **Low**

References:

- (1) Hirsch, Werner Z. Weber, Luc E. (Eds.) (2001) Governance in Higher Education. The University in a State of Flux.
- (2) Council of Europe; Fried, J. (2006) Higher education governance in Europe; autonomy, ownership and accountability –A review of the literature In: Higher education governance between democratic culture, academic aspirations and market forces.

UBT

جامعة الأعمال و التكنولوجيا
UNIVERSITY OF BUSINESS AND TECHNOLOGY



Advisory Board Policy

Policy Code:	AA.02.01
Policy Version No:	Ver. 1.0
Approval Date:	20 June 2022
Implementation Date:	1 September 2022
Revision Date:	1 September 2025
Policy Owner:	The Office of the Vice Rector for Academic Affairs

Documentation Administration

- Any hard copy of this document without the signed first page or unprotected soft copy is regarded as an uncontrolled copy.
- This document is considered obsolete once printed.
- No part of this publication should be used or reproduced in any form or by any means or stored in a database or retrieval system without prior written permission of the Governance Department.

1. Purpose

This policy provides a framework governing the establishment and operation of UBT's College level advisory boards as well as program level advisory boards. This policy also provides an overview of the role of such boards and the mechanisms through which they effectively operate to ensure they contribute effectively to the strategic development of the College, departments and programs.

2. Scope

This policy applies to all colleges and programs forming advisory boards; it excludes the university level international advisory board; which is governed by a separate policy and terms of reference.

3. Definitions & Acronyms

3.1 Definitions

Term	Definition
Advisory Board	Advisory Board is a group of professional individual, alumni and members of the community that have expertise in the programmatic and curricular aspects of a program, including job market and demand relative to the academic programs and who are willing to provide guidance and support to one of UBT's colleges, departments and/ or programs.

3.2 Acronyms

Term	Definition
VRAA	Vice Rector for Academic Affairs
HoD	Head of Department

4. Responsibilities

- The Deans and Vice Deans of the Colleges and Heads of Departments are responsible to propose names of the advisory board members to the Vice Rector for Academic Affairs (VRAA) after consultation with their faculty members through the department and college councils (Members must be approved by Department Council and College Council). Accordingly the Dean issue the decree for the formation of the Advisory Board.
- The Dean of the College along the Vice Deans and Heads of Departments are responsible for the implementation of this policy and ensuring that the advisory board remains active, and their functioning aligned with this policy.

5. Policy Statement

- In light of the importance of professional and community partnership and the role external advisory boards play in establishing in-demand programs and preparing qualified human capitals capable of competing in the job market, this policy establishes the basis for the formation of College Advisory Boards, including their composition, membership, and terms of reference.
- The primary purpose of the College Advisory Board is to help shape strategic directions of the College and to propose means to strengthen partnership between the College and the community. Program Advisory Boards on the other hand are primarily concerned with supporting individual programs in terms of making recommendations on issues pertinent to the curriculum development, assessment, teaching and learning, instructional equipment and facilities. Their primary function is to assist in ensuring that students when completing their programs at UBT are meeting the current needs of business and industry.
- Advisory boards have the potential to contribute to the currency and quality of the academic program, facilitate the placement of interns and graduates, support with identifying sources of funding and enhance the overall reputation of the colleges and programs of UBT.

5.1. Advisory Board Roles and Responsibilities

5.1.1. College Level Advisory Board

The College Level Advisory Board shall assume the following roles and responsibilities:

- a) Provide advice to the college on strategic priorities, directions, and emerging trends for education, research, and community outreach.
- b) Support continuous improvement efforts by providing guidance and input on the programs, curriculum, student and alumni skills to meet human capital needs nationally and regional etc.

- c) Be involved with curriculum design for new programs and provide guidance in curriculum validity and review for existing programs.
- d) Support the college and its offerings in positioning and establishing and maintaining ties with the community and industry.
- e) Suggest various strategies that might be employed to contribute to the achievement of the College mission and strategic goals.
- f) Offer guidance on potential future academic programs and research priorities.
- g) Help in establishing links with internships/training or employment providers for students, graduates and alumni.
- h) Assist with identifying and obtaining resources and/or funding opportunities to support the college initiatives (academic, research related, consultancy, etc.) in alignment with UBT's policies and procedures.
- i) Provide feedback to the College on the status of alumni in the job market.
- j) Assist the college in assessing the need and demand for new departments/ programs as these factors relate to the needs of business, industry, the community, and students.

The board may also assume other specific responsibilities such as those concerned with offering advice and assistance on marketing and attracting new students to different programs of study, and where deemed appropriate, they may serve as guest lecturers in certain courses.

5.1.2. Program Level Advisory Board

The Program Level Advisory Board shall assume the following roles and responsibilities:

- Review and recommend updates in program curriculum, highlight emerging trends, etc.
- Contribute to program assessment, reviews, accreditations or re-accreditations and curriculum improvement initiatives.
- Provide internship opportunities or other on-the-job training opportunities and work-based learning experiences.
- offer input on how to improve the overall student learning experience at UBT.
- Provide advice on facilities, equipment, technology, software, and other learning resources pertinent to the program.
- Disseminate program related information to workplace, professional associations, and the other members of the communities.

5.2. Membership

5.2.1. College Level Advisory Board

- The College Level Advisory Board is composed of professional leaders and distinguished academicians, as well as representatives of renowned alumni and community leaders.
- The Board shall comprise at least nine members with expertise based on the different departments and programs housed under the college, Quality and Development Representative & Research Representative. In addition to Dean of the College, Vice Dean and Heads of Departments act as ex officio.
- Advisory Board members are nominated by the College Dean, after seeking suggestions from various heads of departments and faculty members. Nominated Advisory Board Members' CVs should be provided and approved in college Council. The Dean of the college proposes the names of potential Advisory Board candidates to the VRAA, who recommends the names to the Rector for endorsement and official formation.

- Advisory board members serve a two-year term, renewable for a similar period.

5.2.2. Program Level Advisory Board

- The Program Level Advisory Board will be composed of professional leaders, students representatives and alumni. The Board shall comprise at least five members; in addition to the Heads of Department who will serve the Chair and two selected faculty members one from each campus (male and female as applicable). The five members involve two active students, one alumni and two industry/ business representatives.
- Advisory Board members are nominated by the Head of Department, after seeking suggestions from faculty members. Nominated Advisory Board Members' CVs should be provided and approved in Department Council. The HoD of the program proposes the names of potential Advisory Board candidates to the Dean & Vice Dean after approval will send them to the VRAA and Rector for final endorsement and official formation.
- Advisory board members serve a two-year term, renewable for a similar period.

5.3. Meetings and Operating Procedures

- The Advisory Board (both college and program level) shall meet at least twice during the academic year. Once per academic semester. Meetings are to be held on UBT campus, unless the Chair of the Board elects to meet virtually or elsewhere. Additional meetings may be held as deemed appropriate with a minimum of three weeks' notice and with at least half members and the chair or vice chair in attendance (in the case of the College level advisory board).

- The committee's recommendations are issued by a two-thirds majority of the votes of the members present, and if the number of votes is equal, the side in which the president's vote is cast shall prevail.
- The recommendations are considered proposals so that they are presented in their final form to the College Council/ Department council, to study these recommendations and take the appropriate decisions & follow-up implementation.
- Officers of the College Advisory Board shall consist of the Dean as a chairperson and Head of Department, an elected Vice-Chairperson (from among non-UBT staff), and a Secretary appointed by the College to support administrative tasks such as minutes taking, meeting agenda preparation and regular update and communication with the members.
- Officers of the Program Advisory Board shall consist of the Head of Department as a Chair and one of the faculty should act as the secretary of the board.
- The advisory board may form working groups or ad-hoc committees to support its operations and address specific issues.
- New Advisory Board members will be provided with the Terms of Reference and an orientation led by the Board Chair upon their appointment.

6. Related Documents

This include the following: (in hierarchical order), legislation, policies, other procedures and standards, guidelines, forms and other useful resources

Document No.	Document Name	Document Type	Location
	UBT Governance Manual (2021)- Advisory board terms of references	Manual	

7. Version Control & Revision History

Version control	Date released	Approved by	Summary of changes

8. Approvals

[Council/Board]

University Council

[Chair Name]

Prof. Osama Jannadi

[Signature]



[Date]

20 June 2022

شركة جامعة الأعمال والتكنولوجيا
University of Business and Technology (Rashtan)



بص ١٨٥٣ - ٤١١٠٠٠ جدة المملكة العربية السعودية
CR4041001853 Jeddah Saudi Arabia