

The British University in Egypt

SENATE MINUTES

Date: Wednesday 6th December 2023

Time: 12:00 – 2:00

Venue: Botros Ghali

	Name	Faculty	
Senior Leadership	Prof Mohamed Loutfi	President and Vice-Chancellor	✓
	Prof Guy Daly	Provost & Senior VP for Teaching and Learning	✓
	Prof Yehia Bahei-El-Din	Deputy VC and VP for Research and Enterprise	✓
	Prof Catherine Harper	Senior Consultant	✓
	Eng Yousef Yousef	Chief Operating Officer	✓
	Mr Sherif Hosni	Chief People Office	✓
Elected Members	Dr. Ghada Amin Gazar	Arts & Design	✓
	Dr. Rania M R Abdel Fattah Khalil	Arts & Humanities	✓
	Dr. Amr Seda	Business Administration, Economics & Political Science	✓
	Dr. Rania Pasha	Business Administration, Economics & Political Science	-
	Dr. Salma Adel Mohamed Ali Elgazzar	Communication and Mass Media	✓
	Dr. Omar Ahmed fouad elsergany	Dentistry	✓
	Dr. Ahmed hassan abdle aziz Ammar	Dentistry	✓
	Dr. Mohamed Ibrahim Balaha	Energy and Environmental Engineering	✓
	Dr. Sara Abdelsalam	Engineering	✓
	Dr. Noha Mostafa	Engineering	✓
	Dr. Vladimir Geroimenko	Informatics & Computer Science	✓
	Dr. Marwa Zein ElAbedeen	Law	✓
	Dr. Mona Mohamed Mayhob	Nursing	✓
	Dr. Hebatallah Ahmed Wagdy	Pharmacy	✓
	Dr. Shady Aly Swidan Elkhouriby	Pharmacy	✓
Appointed Members	Dr. Ahmed Gamal	Dentistry	✓
	Dr. Mark Michael	Law	✓
	Dr. Rania Salem	Arts & Humanities	✓
	Dr. Rania Yehia	Pharmacy	✓
	Dr. Sarah El-khishin	Business Administration, Economics & Political Science	✓
	Dr. Shady Salem	Engineering	✓
	Dr. Sameh Osama	Engineering	✓
Appointed Observers	Ms. Mariam Aboelmagd	Law	✓
	Ms. Nada Hossam	Business Administration, Economics & Political Science	✓
	Ms. Salma Mostafa	Communication and Mass Media	-
	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)	-
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	-
Elected Students	Ms. Mariam Mahfouz	Faculty of Engineering	-
	Ms. Anan Darwish	Faculty of Communication and Mass Media	-
	Mr. Abdelrahman Ahmed	Faculty of Energy and Environmental Engineering	-
Attendees	Ms. Tasnim Al - ahdal	Office of the Provost & SVP for Teaching & Learning	✓
	Mr. Mohamed Nady	HR	✓
	Mr. Alam Mahbulbul	Director of Academic Services	✓

1. Welcome and Apologies

Apologies received from: Dr. Rania Pasha (Business Administration, Economics & Political Science), Dr. Rania Salem (Arts & Humanities), Ms. Salma Mostafa (Communication and Mass Media)

2. Requests to Open Part B Items for Discussion

NA

3. Approval of Minutes:

The meeting minutes held on the 18th of September, 2023, were approved.

4. Actions Arising:

Actions arising from the meeting held on the 18th of September, 2023, were reviewed and updated.

Actions	Actions Arising from the meeting on the 18 th of September, 2023
Action #1	Dr Sarah to invite the senate members to the SWOT analysis for the internationalisation sub-strategy. Update addressed under item 7.2
Action #2	Prof. Catherine to arrange a workshop with the senate members to feedback on the sub-strategy before it is sent to the board of trustees. Update addressed under item 7.2
Action #3	Eng. Youssef to deliver a presentation on the university campus master plan Update addressed under item 8.2
Action #4	Dr Shady Salem, Dr Rania Yehia, Dr Noha Mostafa to submit a proposal to the People Department for staff recreation activities, and other staff benefits we could offer our community. Update addressed under item 8.1.1
Action #5	Eng Youssef will look at building shaded bus stops for the golf cart users. Update addressed under item 8.2
Action #6	Prof Guy to follow up with the Chair to agree and approve that senators can share the meeting minutes with the staff at their faculties. Deans must know such decisions and the senators' roles in disseminating information. Update addressed in the meeting

Part A: Matters for Discussion and Decision (as appropriate)

5. Updates from the Senate Chair President and Vice-Chancellor - Professor Mohamed Loutfi

5.1 The Chair welcomed colleagues to the meeting and reiterated the importance of the Senate committee and forum to the university and noted that the main topics on the agenda will be presented by the Provost and Senior Vice-President on the Consistency Project.

5.2 The Chair referred to the viable system model discussed in the last Senate meeting, highlighting its relevance to the university's Consistency Project, and noted the British University Egypt feature on the Times Higher Education and Arab University rankings.

5.3 The Chair highlighted the university's achievement and successful involvement with COP28, noting that the British University Egypt hosted the biggest student-led event and the commendable impact of the university's student-centric engagement.

6. Updates from the Deputy Vice-Chancellor and Vice-President for Research and Enterprise – Professor Yehia Bahei-El-Din

6.1 New and Revised Research Policies:

The Deputy Vice-Chancellor and Vice-President presented and discussed the following policies:

- 6.1.1 Academic Staff Research Day Policy (Revised)
- 6.1.2 Assistant Lecturers/Teaching Assistants Research Day Policy (Revised)
 - a. It was reported that the application of both policies varied across faculties.
 - b. The purpose of implementing new criteria for Research Day is to ensure consistency across all faculties and reward those actively engaged in research.
 - c. The new criteria for research days require academic staff to have two research outputs, such as publications or exhibitions, that warrant promotion or one research output plus a research grant.
 - d. Teaching Assistants are now required to have a supervisor from the university and pursue research in an area needed by the university.
 - e. Assistant lecturers enrolled in the joint PhD program with London South Bank University must meet specific selection criteria, including age, recent completion of a master's degree, and approval from HR.
 - f. Key elements of the revised policy relating to definitions of 'article' and 'grant', eligibility, output and procedures for Academic Staff and TAs were presented and discussed.
- 6.1.3 Policy for Enrolment in LSBU/BUE PhD Programme (New)
 - a. Key elements of the policy for enrolment in joint LSBU/BUE related to eligibility and procedures were presented.
 - b. It was reported that the university currently funds approximately 70% of the cost of joint PhDs. The new policy outlines selection and eligibility criteria for enrolment related to age, PG qualifications, and strategic institutional (sector and discipline) requirements, including length of service pre and post-PhD
 - c. LSBU has expressed its ambitions to double its PhD studentships.
 - d. The Chair encouraged and emphasised the imperative of engaging in negotiations with LSBU that are aligned with the university's plans and Egyptian legal regulations and the importance of encouraging all staff to pursue their PhDs.
 - e. Further discussions ensued on acceptance criteria, legal requirements, PhD supervision and criteria requirements, MPhil and PhD pathways, including suggestions for funding master's programmes for staff.
 - f. It was noted that the policy had been shared with Vice Deans, and colleagues were encouraged to contact their Vice Deans for further queries.

7. Updates from the Provost and Senior Vice-President (Teaching and Learning) - Professor Guy Daly):

7.1 University Consistency Project – Faculty Functions and Structures

- a. The Provost and Senior Vice-President acknowledged and thanked the Deans and the Chief People Officer for their contributions to the development of the university and faculty Consistency Project(s).
- b. Colleagues were encouraged to engage with the paper 'SEN231206 AI 7.1 Senate Update - Faculty Consistency Project 23-24 (GD 06-12-23)' for full details on the project.
- c. The role of culture, systems, and structures (law and regulations) were underlined as significant factors for driving change and shaping peoples' behaviour in universities.
- d. The Provost delivered a presentation on faculty consistency projects, highlighting:
 - The recent development and implementation of a fair academic appointment process via panel interviews, with appointments made based on qualifications and consistent pay scales
 - The recent development of a new performance management structure with set objectives/KPIs that are annually measured and rewarded.
 - Review and enhancement of workload models in alignment with SCU regulations.
 - The establishment of consistent organisational projects across faculties, with variations due to size and faculty particularities.
 - Matrix management and fixed/dotted line reporting relationships between and across central directorates and faculties.
- e. Examples of overseas university hub structures, such as Coventry University (generic structure), the Brussels Office (Hub), the Singapore Office (Hub), and the Middle East (Hub), including faculty-specific examples, were presented and discussed. The flexibility of generic university structures was exemplified and it was noted that faculty structures may include all or some functions outlined in the generic university structures.
- f. The main central functions of the university occupied in faculties include Teaching and Learning, Student Experience, Research and Postgraduate, Community Services and Enterprise, Recruitment, and Internationalisation.
- g. Functions should be seen as separate entities (not individuals), which may result in one academic occupying more than one function – or – two academics occupying one function.
- h. The Provost noted the expectation to ensure faculties have the same committee structures and functions that articulate with central committee objectives, with the exception that there will be some slight functional variances between faculties.
- i. The Chair emphasised the importance of moving forward in the same direction and noted that following the consultation phase led by the Provost, a consistent standard structure will be developed and presented to senior management boards for implementation across the university.

- j. The Chair and Provost reiterated the importance of communication, transparency, and our collective responsibility to disseminate and engage with central strategic information, projects, and activities widely within and across faculties and the university community.

ACTION 1: THE SENATE to engage with and disseminate the [SEN231206 AI 7.1 Senate Update - Faculty Consistency Project 23-24 \(GD 06-12-23\)](#). Note: the paper (outlined in the table below) was shared with the Senate agenda ahead of the meeting and Senate minutes following the meeting.

7.2 Teaching, Learning and Student Experience sub-strategy - action plan

- a. The Senior Consultant noted that the action plan is aligned with the Teaching, Learning and Student Experience sub-strategy and has been shared with the UTLC, Deans, Vice Deans and Senior Assistant Registrars.
- b. It was noted that a Senate workshop would be held in the new year to discuss the action plan, identify achievements concerning actions and focus on actions that will deliver the sub-strategy over five years. The aim is to understand the action plan, corresponding KPIs, and key achievements.
- c. The action plan will become a roadmap for this academic year, focusing on establishing a baseline for achieving set activities in subsequent years.
- d. The Senior Consultant underlined the importance of transparency and feedback and encouraged colleagues to share their comments and feedback.
- e. The Chair underlined Senate members' responsibility to share the Teaching, Learning and Student Experience sub-strategy and action plan with their faculty colleagues, noting that both the sub-strategy and action plan have been shared with Deans and Vice Deans.

ACTION 2: THE STRATEGY OFFICE to liaise with the Senior Consultant to coordinate and invite the Senate to TLSE sub-strategy action plan workshop, and report back to the next Senate meeting scheduled in March 2024.

Post Meeting Note 1: The Senior Consultant disseminated the TLSE sub-strategy and action plan via email to the Senate following the meeting on the 7th of December and the workshop was conducted on Monday 29th January 2024

ACTION 3: THE SENATE to engage with and disseminate the papers '[SEN231206 AI 7.2 Senate Dec 23 TLSE sub-strategy + Action Plan 23-28 FINAL](#)' and '[SEN231206 AI 7.2 Senate Dec 23 Curriculum Transformation, Oct23](#)' with colleagues in their faculties. Note: the papers (outlined in the table below) were disseminated with the Senate agenda ahead of the meeting and Senate minutes following the meeting

7.3 Academic Regulations

- a. The Senior Consultant reported that the UG Academic Regulations have not been updated since 2017 and faculty feedback has been carefully considered and incorporated to ensure the updated regulations are fit for purpose.
- b. The plan is to implement the revised and updated UG Academic Regulations from the beginning of the 2024/25 academic year.

- c. The 20-credit curriculum transformation project is underway, and its implementation is determined by faculty-specific national and international accreditation cycles, discipline-specific curriculum guidelines from the Supreme Council Sectoral Committees, and programme bylaws.

7.4 International Quality Review (IQR) and Quality Assurance Agency (QAA)

- a. The Director of Academic Services reported that the university has successfully applied for accreditation from the UK Quality Assurance Agency.
- b. The accreditation process is in the scoping stage, with over 400 pieces of evidence collected for the review stage.
- c. The university is optimistic about meeting the criteria for accreditation, noting that this will enhance and strengthen the British University Egypt's global positioning and rankings.
- d. The university has informed NAQQAEE about its application for QAA accreditation, and the process is anticipated to conclude by June 2024.
- e. Discussions ensued on the potential challenge of explaining governance arrangements to reviewers and examples in which the university can demonstrate that it achieves student engagement and governance through different methods.
- f. The Chair stated that student representation in the Senate and Court, and the law in Egypt does not permit student representation on the University Council and Board of Trustees.
- g. The Chair noted that the Magna Carta document contains relevant information to address questions from reviewers related to the university's governance and approach to student engagement and representation and requested the Deputy Vice-Chancellor and Vice President's office to share it with the Provost and Senior Vice President and Director of Academic Services.

ACTION 4: THE OFFICE THE DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT FOR RESEARCH AND ENTERPRISE to share the Magna Carta document with the Office of the Provost and Senior Vice President.

7.5 Annual Programme Reviews – verbal update

- 7.5.1 The Provost and Senior Vice-President reported 26 undergraduate Annual Programme Review meetings took place, in which the main themes to emerge included:
 - a. Students' English competency levels, effective support mechanisms and suggestions
 - b. Student recruitment and challenges related to the need for both quality and quantity
 - c. Improved module evaluation response rates, challenges related to capturing student voice and the need to resuscitate programme evaluations.
 - d. Internationalisation and student mobility, including developing the internationalisation strategy and office.
 - e. data management, and access to robust data and IT platforms for student records and evaluation systems
 - f. Improving data collection on graduate destinations, employability, and student withdrawals, including developing an alumni office.
 - g. Improving further the university's estate and eLearning platform.
- 7.5.2 The Deputy Vice-Chancellor and Vice-President for Research and Enterprise reported that similar themes emerged from the PG programme review meetings, and the challenges related mainly to English entry levels for accepting students on to professional PG degrees.

- 7.5.3 The Chair agreed to the suggestion to produce a report outlining themes and actions emerging from the UG and PG Annual Programme Reviews and requested that it be presented at the next Senate meeting.

ACTION 5: THE PROVOST AND SENIOR VICE-PRESIDENT AND THE DEPUTY VICE CHANCELLOR AND VICE PRESIDENT to produce and share a report at the next Senate meeting outlining themes and actions emerging from both the UG and PG Annual Programme Reviews.

8. Updates from the Vice Chancellors Board and Senate

8.1 Rewards, HR Benefits and Recognition

8.1.1 Presentation by Senate members - Dr Noha Mostafa, Dr Shady Salem, and Dr Rania Yehia

- a. In response to actions arising from the Sep 23 Senate, Dr Noha Mostafa, Dr Shady Salem, and Dr Rania Yehia delivered a presentation on proposals related to staff benefits and initiatives following consultation with the Chief People Officer (Mr. Sherif Hosni) and Human Resources Director (Ms. Marwa Hassan).
- b. Dr Noha thanked colleagues involved in developing the presentation and the following 8 proposals:
 1. Category 1: Professional Development and Training
 - a. Financial support of Professional Development for staff
 - b. Tuition Reimbursement
 2. Category 2: Health & Wellbeing
 - a. Mental Health Support
 - b. Flexible Work Arrangements
 3. Category 3: Cultural & Diversity Initiatives
 - a. Cultural Exchange Programs
 - b. Diversity and Inclusion Workshops between Different Faculties
 4. Category 4: Recognition & Rewards
 - a. Performance-Based Bonuses
 5. Category 5: Research & Innovation
 - a. Flexible Research Grants and Funding
 6. Category 6: Travel Support
 - a. Travel arrangements
 - b. Summer Vacation
 - c. International Trips for Employees/Partnership with a travel agency
 7. Category 6: Benefits Programme
 - a. Supermarket discounts
 - b. Schools/Childcare/Camps Discounts for Employees' Children
 - c. Health Memberships (gyms and health shops)
 - d. Club Memberships (e.g., Social, Recreational, or Hobby Clubs)
 - e. Car Services (car wash, tire maintenance and replacement, oil replacement)
 - f. Restaurants and fashion
 - g. Special events providers (birthdays/weddings/funerals)
 8. Category 8: Social Events & Common Areas

- a. Day Trips to Nearby Areas
 - b. Ramadan Iftar & Sohour
 - c. Sports Days and Tournaments for employees
 - d. Common Areas for Staff
 - e. University Cafeteria
 - f. University Kiosk
- c. Discussions ensued on the range of proposals and staff needs.
 - d. The Chair praised Dr Noha Mostafa, Dr Shady Salem, and Dr Rania Yehia and expressed gratitude to the staff involved in developing the proposals and the presentation.
 - e. He welcomed knowing what staff are seeking and noted that the *proposals* would be considered in terms of practicalities, institutional priorities, and resources.
 - f. The Chair requested that the proposals (8 categories) be transferred to a spreadsheet and shared with Ms Tasnim Al ahdal (Office of the Provost and Senior Vice President) and updated for review at each Senate meeting using a traffic light system to monitor progress with fulfilling each category.
 - g. Details on each category's benefits, methodology and expenses are outlined in the presentation shared with the Senate along with the approved meeting minutes and papers.

ACTION 6: DR NOHA MOSTAFA to produce a spreadsheet containing the 8 categories (proposals) and share the spreadsheet highlighting the progress of fulfilling the proposals with Ms. Tasnim Alahdal for an updated review in the next Senate meeting.

8.1.2 Presentation by the Chief People Officer, Mr Sherif Hosni

- a. The Chief People Officer noted the development of two new functions in Human Resources: non-academic skills development and the Employee Relations department responsible for overseeing the development and implementation of the staff benefits programme.
- b. He delivered a presentation on the Employee Benefits Programme developed by the Human Resources department, highlighting that the programme offers benefits related to home/facilities, wellness and beauty, food and beverages, travel and hotels, entertainment, clothes and footwear, and fitness.
- c. The importance of recognition and rewards across the community, in and beyond faculties, was emphasised.
- d. The Chair acknowledged the efforts to develop the benefits programme, noting the importance of recognising achievement across the university community. He stated that the programme's proposals are in the consultation stage and encouraged the Senate to share their feedback and comments with the Chief People Officer and HR department.
- e. Further details outlined in the presentation were shared with the Senate along with the approved meeting minutes and papers.

Post Meeting Note 2: The HR department shared further details on the university's Staff Benefits Programme via an email announcement on the 7th of December 2023.

8.2 University Master Plan

- a. The Chief Operating Officer, Eng Youssef Youssef, presented the university's plans for developing the campus.
- b. He noted the plan is to develop student-centred spaces, such as the Student Life Centre, Sports Facilities and the area behind building C.
- c. The main project for this academic year is the Student Life Centre, and the aim is to centralise key student services provisions offered by the Student Hub, Academic Services, IT, timetabling and Finance.
- d. He noted that Engineering students have been involved in developing sports area and facilities plans via a centrally coordinated collaboration and competeion with the faculty of Engineering.
- e. Following actions arising from the last Senate meeting, it was noted that golf cart sheds will be erected along specified route.
- f. He noted the development of a mobile app that consolidates staff and students' service needs, such as the Student Hub, Library, eLearning, and HRM system and Staff Benefits.

Part B: Record of Approvals¹ to go through the University Council (for information purposes)

NA

Part C: Items to Receive, Any other Business and Date of Next Meeting

9. Items to Receive:

- 9.1 University Teaching and Learning Committee Minutes_Oct 23 - Received
- 9.2 Student Experience Committee Minutes_Oct 2023 - Received

10. Any Other Business

None

11. Date of Next Meeting

Monday 4th March 2023, 12:00-2:00, Botros Ghali

¹ Members wishing to discuss Part B items are invited to solicit the Chair's agreement at the start of the meeting. Where Part B items and papers are not opened for discussion, they will be taken as approved.

SENATE/231206_Meeting Papers	
Description	Agenda No
Senate Minutes & Actions Arising _Sep 23 (approved)	3
University Consistency Project – faculty functions and structures	7.1
TLSE sub-strategy + Action Plan 23-28 FINAL	7.2
Curriculum Transformation, Oct23	7.2
University Teaching and Learning Committee Minutes _ Oct 23	9.1
Student Experience Committee Minutes _ Oct 2023	9.2

Actions Arising from Senate meeting on 6 th Dec 23				
#	Action	Item Ref	Update Due Date	Responsibility
1	ACTION 1: THE SENATE to engage with and disseminate the <u><i>SEN231206 AI 7.1 Senate Update - Faculty Consistency Project 23-24 (GD 06-12-23)</i></u> . <i>Note: the paper was shared with the Senate agenda ahead of the meeting and Senate minutes following the meeting.</i>	7.1	March 24	The Senate
2	ACTION 2: THE STRATEGY OFFICE to liaise with the Senior Consultant to coordinate and invite the Senate to TLSE sub-strategy action plan workshop, and report back to the next Senate meeting scheduled in March 2024.	7.2	March 24	The Strategy Office
3	ACTION 3: THE SENATE to engage with and disseminate the papers ' <u><i>SEN231206 AI 7.2 Senate Dec 23 TLSE sub-strategy + Action Plan 23-28 FINAL</i></u> ' and ' <u><i>SEN231206 AI 7.2 Senate Dec 23 Curriculum Transformation, Oct23</i></u> ' with colleagues in their faculties. <i>Note: the papers were disseminated with the Senate agenda ahead of the meeting and Senate minutes following the meeting</i>	7.1 7.2	March 24	The Senate
4	ACTION 4: THE OFFICE OF THE DEPUTY VICE CHANCELLOR AND VICE PRESIDENT FOR RESEARCH AND ENTERPRISE OFFICE to share the Magna Carta document with the Office of the Provost and Senior Vice President.	7.4	March 24	The Office of the DVC & VP
5	ACTION 5: THE PROVOST AND SENIOR VICE PRESIDENT AND DEPUTY VICE CHANCELLOR AND VICE PRESIDENT to produce and share a report at the next Senate meeting outlining themes and actions emerging from both the UG and PG annual programme reviews.	7.5	March 24	The Provost and Senior Vice President and Deputy Vice Chancellor and Vice President
6	ACTION 6: DR NOHA MOSTAFA to produce a spreadsheet containing the 8 categories (proposals) and share the spreadsheet highlighting the progress of fulfilling the proposals with Ms. Tasnim Alahdal for an updated review in the next Senate meeting.	8.1.1	March 24	Dr Noha Mostafa