

SENATE

Office of the President and Vice Chancellor
Terms of Reference

Overview:

The Senate is the primary committee of the University and serves as a subordinate committee of the University Council, with responsibility for respectively making recommendations and reporting to the University Council on academic governance and the implementation of the strategic plan.

Responsibilities:

- a. Promote and monitor the consistent application and compliance of academic strategies, policies, and byelaws across the University.
- b. Promote the enhancement of academic standards and quality assurance, and high ethical standards for the conduct of research.
- c. Recommend to the University Council changes to academic and programme regulations, strategies, policies, and bylaws (based on recommendations by the University Enterprise Committee, the University Postgraduate and Research Committee, and the University Teaching and Learning Committee)
- d. Recommend to the University Council the approval of new PG and UG programmes, amendment, and withdrawal of existing programmes, including the validation and review of academic programmes, changes to curriculum content, and the conduct of teaching and pedagogic practice, and research (based on recommendations from the the University Teaching and Learning Committee and University Postgraduate and Research Committee)
- e. Recommend to the University Council the approval of strategies and policies related to Teaching and Learning, the Student Experience, Research and Enterprise, and Internationalisation.
- f. Receive updates on the development and implementation of the University's Strategic Plan and the sub-strategies, including periodic reports from members of the Vice-Chancellors Board.
- g. Receive updates and advise the University Council on matters relating to the admission of students; the administration of scholarships and exchanges; the assessment and examination of the academic performance of students; the award of academic qualifications; the conduct of research; the expulsion or censure of students for academic reason; and the receipt of academic grants
- h. Consider and advise the University Council on the development of academic activities of the University.
- i. Provide advice on other matters that the University Council may refer to the Senate, and undertake other functions as determined by the Chair and University Council.

Membership:

The Senate shall be chaired by the President and Vice-Chancellor or his/her nominee. Membership of the Senate shall comprise:

- a. President and Vice-Chancellor (Chair)
- b. Provost and Senior Vice President for Teaching and Learning
- c. Deputy Vice Chancellor and Vice President for Research and Enterprise
- d. Elected Members
- e. Appointed Members
- f. Elected Observers
- g. Appointed Observers
- h. Representatives of key academic support services
- i. Elected Students

The number of members in each category shall be determined by the University Council, and members of the University Council shall be ineligible to serve as ordinary members of the Senate but may attend its meetings.

Please see the the Senate Election Regulations for further details on the composition of the Senate, the term of office, election procedures, conduct, and voting arrangements.

Number of meetings and Quorum:

Number of meetings: 4 per year

Quorum: The Chair and 50% of Members.

The British University in Egypt

SENATE

MINUTES

Date: Monday 2nd of December 2024

Time: 12:00-2:00

Venue: Botros Ghali

	Name	Faculty/Department	
Senior Management & VCB	Prof Mohamed Loutfi	President and Vice-Chancellor	✓
	Prof Yehia Bahi El Din	Deputy VC and VP for Research and Enterprise	✓
	Prof Catherine Harper	Acting Provost and Pro-Vice-Chancellor for Education	✓
	Ms Rasha Mabrook	Chief Marketing Communications Officer	-
	Eng Youssef Youssef	Chief Operating Officer	✓
	Mr Sherif Hosni	Chief People Officer	✓
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	✓
	Prof. Vladimir Geroimenko	Informatics & Computer Science	✓
	Dr. Marwa Zein ElAbedeem	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	✓
	Ms. Mariam Aboelmagd	Law	-
	Ms. Nada Hossam	Business Administration, Economics & Political Science	-
	Ms. Salma Mostafa	Communication and Mass Media	-
Appointed Observers	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)	-
	Dr Hanan Youssef	Communication and Mass Media	✓

	Dr Ahemd El Gamal	Dentistry	✓
	Dr May Nagy	Business Administration, Economics & Political Science	✓
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	-
Elected Students	Mr Aly Hussam	SU President	✓
	Mr Youssef Fouad	SU Vice President	✓
	Ms. Hania Anany	SU Coordinator	✓
Attendees	Ms. Tasnim Al - ahdal	Senior Education Quality Officer / SAR	✓

1. Welcome and Apologies

Apologies were received from: Dr. Rania M R Abdel Fattah Khalil, Dr. Shady Salem, and Dr. Ahmed Gamal.

2. Requests to Open Part B Items for Discussion

None.

3. Approval of Minutes:

To approve the minutes of the meeting held on the 11th of September 2024 (SEN/241202/01)

4. Actions Arising:

To review updates to actions arising from the meeting held on the 11th of September 2024

Actions Arising from the Senate meeting on the 11th of September 2024				
#	Action	Responsibility	Item Ref	Update Due
1	ACTION 1: The Senate Secretary to update the Senate Terms of Reference to permit half of the <i>current</i> members to go through elections while the other half remain on the committee for another full term	Senate Secretary	1	Dec 2024 Mtg
Update: Done. Updated ToRs shared with Dr Amr Seda and Office of the President (SEN/241202/02)				
2	ACTION 2 (re to item 6.2.e): The Senate Secretary is to forward the SU President's recommendation to the Chief Marketing Communications Officer.	Senate Secretary	6.2.e	Dec 2024 Mtg
Update: Done. The Senate Secretary forwarded the SU President's recommendation to the Chief Marketing Officer.				
3	Action 3 (re to item 8.1.d): the Senate is to share details of top Alumni and Key Industry Advisors directly with Dr Amr Seda (Strategic Transformation Officer) via email.	Senate	8.1.d	Dec 2024 Mtg
Update: To be updated under item 10.1				

Discussion related to ACTION 1 – Senate Terms of Reference and Elections:

- A.** The Chair solicited Senate members' views on the following proposals related to the Senate Elections:
- (1) Aligning the appointment of newly elected and appointed members to occur at the beginning of the Academic Year in September 2025, (2) Extending the term from two to three years in alignment with the Board of Trustees' terms in office, and (3) Splitting the elections into two halves, with the first half being elected and/or appointed to begin in September 2025, and the other half being elected in the following year.
- B.** Discussions amongst the Senate ensued on the most appropriate and productive time to begin the Senate elections, the terms of office being extended from two to three years, and the distinction between elected (faculty-elected Senate members) and appointed (elected by the Senate Chair, President and Vice-Chancellor of the University) members.

- C. The Senate Secretary recommended that amendments to the Senate Terms of Reference to be minimised with clear reference to the Senate Elections Regulations, and for agreed amendments to the Senate Elections process to be outlined in the Senate Elections Regulations.
- D. The Chair requested a subcommittee be formed to review the proposals discussed and for a plan of action for the Senate Elections in the following Senate meetings.

ACTION 1: Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal) to establish a Senate subcommittee group to discuss and agree on the three proposals related to Senate Elections.

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

5. Updates from the Chair, President and Vice-Chancellor – Prof Mohamed Loutfi

- 5.1 **Incoming Provost:** The Chair shared an update on the search for the new Provost. Further information on the appointment of a new Provost will be shared in due course.
- 5.2 **COP29:** The Chair highlighted key features and achievements of our university's participation and achievement in COP29. The Chair emphasised the impact of our university's student and staff participation in the events and our University being a focal point of attention, representing Egypt in alignment with SDGs, Vision 2030 and our student-centric identity. The Chair highlighted that sessions were attended by key Ministers, including Ambassador Wael Abo El Magd, and he delivered a session to BUE students on the impact and importance of undertaking and delivering key negotiations. The Chair reported our participation in COP29 was captured by media outlets and an invitation to the Baku Rotary dinner. The Chair emphasised how students flourished through their participation and the cultural exchange and value via our global involvement and achievements. *The Chair invited Dr Sarah El-khishin to present. Please see below for the minutes (agenda item 9).*
- 5.3 **20th Anniversary Celebrations:** The Chair reported that elements of the 20th Anniversary celebrations were postponed due to broader regional circumstances. The celebrations were attended by high-profile international guests from Cardiff Metropolitan University, Sheffield Hallam University and the University of West England, including the Board of Trustees. Two honorary doctorates were presented to Prof John Latham - Vice Chancellor and CEO of Coventry University, and Prof George Abi Saab – Honorary Professor of International Law. The Chair reported on the attendance and outcome of discussions with the CEO of Advance HE, Alison Johns, on the possibility of our University being at the forefront of delivering Advance HE training in Egypt. The Chair also discussed our institutional target to have 500 fellows by the end of this cycle, thus fulfilling a strategic and institutional focus on the continued professional and academic development of our staff. As well as our position as a signatory Magna-Charta; and the attendance of Vicki Stott (CEO of the QAA) and our unique position in Egypt with our recent achievement of QAA institutional accreditation, emphasising our alignment with the ministry of HE plans and objectives related to international accreditation.
- 5.4 **University Council:** The Chair confirmed that the University Council meeting will take place as planned in December 2024.

6. Updates from the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) – Professor Yehia Bahi El-Din

- 6.1 PG Study Abroad Policy: The Deputy Vice-Chancellor and Vice-President (Research and Enterprise) reported that a revised PG study abroad unpaid leave policy has been developed and circulated with Deans ahead of the scheduled University Council meeting for approval.
- 6.2 Research: The Deputy Vice-Chancellor and Vice-President (Research and Enterprise) underlined the importance of research concerning our university's reputation and ranking. A request has been submitted to Academic Staff for details of key contacts, including co-authors and key contacts gained while networking in conferences. The Senate was requested to support this initiative by encouraging their faculty colleagues to share details of key contacts. It was reported that research incentives are being considered and discussed, one of which relates to International Collaboration Grants that can be used to support research collaborations and activities with specific outcomes/objectives, and the policy for this is being developed.
- 6.3 Scopus and Clarivate: An update to Scopus/Clarivate authors was noted. It was reported that the cycle will be changed to occur every three months to enable timely and appropriate staff rewards. Staff commitment and affiliation to the University via their research publications and outputs to obtaining staff benefits and rewards were discussed and underlined.
- 6.4 PG Academic Honesty: academic honesty will be enforced through IThenticate and Turnitin for PG thesis submissions.
- 6.5 PHD Proposals: PHD proposals have been requested from faculty Deans, outlining key requirements.
- 6.6 Science Park Enterprise: The science park is operating at full capacity, and virtual services are being introduced to meet high demand.
- 6.7 Consulting: The Senate was informed that consulting should be encouraged through the University to alleviate costs stipulated by the taxation authority.

7. Updates from the Acting Provost and Pro Vice-Chancellor (Education) – Professor Catherine Harper

- 7.1 Office of the Provost Update (SEN/241202/03)
 - a. The Acting Provost and Pro Vice-Chancellor (Education) introduced and presented key highlights from the paper related to the QAA/IQR international quality review and action plan for meeting the expectations and demonstrating enhancement (see paper related to item 7.2)
 - b. It was reported that all academic and student policies, procedures, and academic regulations in the public domain are now accessible to students and staff on the University's website. Academic Regulations workshops with VD (T&L) will be coordinated to facilitate consistent implementation, with a focus on Academic Misconduct, Impaired performance, and Student Appeals.
 - c. Regarding staff development, it was reported that pursuit of Advance HE fellowships are ongoing, and staff are being mentored by those that have acquired their fellowships. It was noted that several vouchers can be offered to staff, and the Senate were encouraged to contact the Acting Provost and Pro Vice-Chancellor (Education) for further information. Please see the paper for complete details.

7.2 Update on IQR Action Plan (SEN/241202/04)

- a. The Acting Provost and Pro Vice-Chancellor (Education) introduced and noted the paper. Please see the paper for full details on examples of good practice, actions to be taken, and success indicators.

8. Updates from the Vice Chancellor's Board

8.1 Chief Operating Officer (COO) Updates - Student Life Centre: Presented by Eng Youssef Youssef

- a. The COO reported that the renovation of the SLC concluded in October 2024, and it was marked by a soft opening event during our anniversary celebration in Oct 2024. The SLC's offering is the first of its kind in the Egyptian HE sectors. It will be home to all student service provisions in the University, such as Academic Services, the Student Union, Student Clinics, and relevant financial and student dorm services. Following international visits to our UK partners, the building was designed to emphasise student-centricity and enhance student experience. The SLC building is the third student center on campus, following the food courts and sports facilities. A video highlighting key features of the SLC was presented to the Senate.
- b. The Chair requested the Senate to direct students to use SLC services, welcomed the committees' ideas and views on enhancing the SLC offering, and underlined the University's ambition for the SLC to operate as the heart of the campus for students.
- c. The Senate shared positive student feedback on the SLC. Discussions ensued on relocating the clinic stations to the ground floor for health and safety accessibility purposes; enhancing mental wellbeing and health support services for students and the provision of more support and guidance, including appropriate interior/exterior signage on the building and signposting around campus to eliminate stigma in accessing student support services and ensuring private access to key medical and mental health; CCTV and campus security, and the legal requirements around the adoption of AI and devising appropriate consent/declaration forms for students.
- d. The SU President welcomed the addition of the SLC on campus, emphasising its use by students to access key services, meet, and socialise. He also welcomed enhancements to the network/WIFI in and around the SLC's location on campus and an increase in the number of paramedics on campus. Further discussions ensued on the legalities and SCU requirements on the ratio of Paramedics to students needed on campus in alignment with SCU requirements.
- e. The Chair thanked the SU President and Senate for their feedback and requested that concerns about SCU and legal requirements surrounding staff/student ratios be addressed outside the meeting forum.

ACTION 2 (Re to Item 8.1): Dr Marwa Zein (Elected Senate Member - Faculty of Law) to outline and share the legal requirements related to the University's adoption of CCTV and security supported by AI and devising appropriate consent/declaration forms for students to the Chief Operating Officer.

ACTION 3 (Re to Item 8.1): The Chief Operating Officer and Chief People Officer to determine the legal requirements set by the SCU regarding paramedic/student ratio.

9. Updates from the Strategy Office

9.1 COP29 Simulation: Presented by Dr Sarah El-khishin

- a. The Director of Strategy Development and University Advisor on SDGs delivered a presentation to the Senate highlighting details of the nine sessions presented by students at COP29 Baku; the high-quality research output and components from our University; the presence and attendance of high-level officials, such as Ambassador Wael Abouelmagd who met our students in a closed meeting; and cultural activities and trips highlighting the value of student mobility.
- b. This year's COP29 activities resulted in NCQG being adopted in COP29 Baku, with similar clauses to the COP29 simulation proposals conducted in Cairo before the main event in Baku – a high point of achievement for our university. A video highlighting key elements and the event's success was presented to the Senate. See the presentation circulated with Senate Dec 2024 minutes for further details.

10. Updates from the Alumni & Advancement Office

10.1 Alumni Department Update: Presented by Dr Amr Seda

- a. The founding Director of Alumni & Advancement shared an update and presentation on key developments in the Alumni Office/Department highlighting: Recruitment and hiring; creating an alumni mailing list and mailbox; 20th-anniversary highlights, and the Azerbaijan Orchestra (attended by 160 alumni); developing an alumni database and working group; alumni cards, benefits and giveaways; yearbook distribution during graduation ceremonies, and proposal to digitise yearbooks; appointing an alumni social media specialist and creating an alumni webpage; establishing an alumni committee; alumni launch event in April 2025; designing an interactive alumni hall and lounge in collaboration with the faculty of Art and Design; Alumni SDG marathon in October 2024.
- b. An Alumni documentary is being created in collaboration with the Marcom department, and a short clip was presented to the Senate.
- c. The Founding Director of Alumni & Advancement queried benefits offered to PG students. The DVC&VP (Research and Enterprise) confirmed that BUE graduates and alumni are entitled to benefits and discounts that may vary according to discipline/programme. Further details can be requested directly from the DVC&VP's office.
- d. Survey results with graduating students indicated their preference for physical yearbooks. The COO confirmed that previous surveys also indicated students' preference for physical yearbooks and reported that responsibility for the distribution of yearbooks has moved from the student activities department to the Alumni office to ensure graduate contact with the Alumni office. Senate members expressed that yearbooks should include pictures of both students and staff.
- e. The SU President expressed that discussions are underway in the SU on producing a video documentary showcasing former SU Presidents and vice presidents from 2016 onwards.

11. Updates from the Senate

11.1 Academic Staff Research Day:

- a. Associate Professor Ghada Amin (Art and Design) queried the application of the Research Day policy received in May 2024. The DVC&VP (Research and Enterprise) noted that it is applied as outlined in policy. Proposals and suggestions for amendment are welcome and subject to discussion and approval in the University Council. Responsibility for its application lies with the faculties, and the applications are expected to be submitted in alignment with the criteria outlined in the policy.

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

12. University Teaching and Learning Committee - Records of Approval from Oct 2024 meeting

12.1 Records of approval in UTLC Minutes related to: Art and Design Revalidations and Validations (UTLC minute ref. 5.1), and Arts and Humanities Revalidations (UTLC minute ref. 5.2) - (SEN/241202/05) – **APPROVED.** *Post-mtg note: Records of approval from the UTLC 24th October mtg were submitted and approved to the Dec24 University Council (UC)—further details outlined in the DEC24 UC minutes.*

Part C: Any other Business and Date of Next Meeting

13. Any Other Business

- 13.1 Prof Mona Mayhob raised issues related to the delay in delivering seats for the Nursing skills lab. The Chair advised her to follow up with the Dean of the Faculty of Nursing and with the purchasing team. The COO reiterated that the order should be raised via the service desk, noting that this would be followed up outside the meeting forum.
- 13.2 The Staff Award Ceremony was queried. The CPO confirmed plans are underway, and further details will be circulated in due course.

CHAIR'S CLOSING REMARKS:

The Chair acknowledged a lot of work has been done, with ongoing priorities and projects. Despite the challenging economic circumstances, much effort is being put into repositioning the university in the HE sectors in Egypt and internationally. He recognised the Senate's accomplished role in raising new and ongoing challenges, highlighting the forum's distinctive and remarkable ways of working together on governance and student experience. He also recognised the extraordinary effort put forth by Recruitment and the whole university community. Thanks to Board of Trustees for approving an extended New Year was noted.

14. Date of Next Meeting

16th of February 2025, 2.30-4:00, Botros Ghali

Actions Arising from the Senate meeting on 2nd December 2024				
#	Action	Responsibility	Item Ref	Update Due
1	ACTION 1: Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal) to establish a Senate subcommittee group to discuss and agree on the three proposals related to Senate Elections.	Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal)	-	Next Senate Meeting
2	ACTION 2 (Re to Item 8.1): Dr Marwa Zein (Elected Senate Member - Faculty of Law) to outline and share the legal requirements related to the University's adoption of CCTV and security supported by AI and devising appropriate consent/declaration forms for students to the Chief Operating Officer.	Dr Marwa Zein	8.1	Next Senate Meeting

3	ACTION 3 (Re to Item 8.1): The Chief Operating Officer and Chief People Officer to determine the legal requirements set by the SCU regarding paramedic/student ratio.	The Chief Operating Officer and Chief People Officer	8.1	Next Senate Meeting
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SENATE/241202_Meeting Papers		
Code	Description	Agenda No
SEN/241202/01	Senate Minutes & Actions Arising_ Sep2024 (approved)	3
SEN/241202/02	Senate Terms of Reference	4
SEN/241202/03	Office of the Provost Updates	7.1
SEN/241202/04	QAA IQR – Action Plan	7.2
SEN/241202/05	UTLC Minutes Oct 2024 (approved)	12. a

The British University in Egypt

SENATE

MINUTES

Date: Monday 2nd of December 2024

Time: 12:00-2:00

Venue: Botros Ghali

	Name	Faculty/Department	
Senior Management & VCB	Prof Mohamed Loutfi	President and Vice-Chancellor	✓
	Prof Yehia Bahi El Din	Deputy VC and VP for Research and Enterprise	✓
	Prof Catherine Harper	Acting Provost and Pro-Vice-Chancellor for Education	✓
	Ms Rasha Mabrook	Chief Marketing Communications Officer	-
	Eng Youssef Youssef	Chief Operating Officer	✓
	Mr Sherif Hosni	Chief People Officer	✓
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	-
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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	✓
	Ms. Mariam Aboelmagd	Law	-
	Ms. Nada Hossam	Business Administration, Economics & Political Science	-
	Ms. Salma Mostafa	Communication and Mass Media	-
	Appointed Observers	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)
Dr Hanan Youssef		Communication and Mass Media	✓

	Dr Ahemd El Gamal	Dentistry	✓
	Dr May Nagy	Business Administration, Economics & Political Science	✓
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	-
Elected Students	Mr Aly Hussam	SU President	✓
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	Ms. Hania Anany	SU Coordinator	✓
Attendees	Ms. Tasnim Al - ahdal	Senior Education Quality Officer / SAR	✓

1. Welcome and Apologies

Apologies were received from: Dr. Rania M R Abdel Fattah Khalil, Dr. Shady Salem, and Dr. Ahmed Gamal.

2. Requests to Open Part B Items for Discussion

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Discussion related to ACTION 1 – Senate Terms of Reference and Elections:

- A. The Chair solicited Senate members' views on the following proposals related to the Senate Elections:
- (1) Aligning the appointment of newly elected and appointed members to occur at the beginning of the Academic Year in September 2025, (2) Extending the term from two to three years in alignment with the Board of Trustees' terms in office, and (3) Splitting the elections into two halves, with the first half being elected and/or appointed to begin in September 2025, and the other half being elected in the following year.
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ACTION 1: Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal) to establish a Senate subcommittee group to discuss and agree on the three proposals related to Senate Elections.

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

5. Updates from the Chair, President and Vice-Chancellor – Prof Mohamed Loutfi

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- 5.4 **University Council:** The Chair confirmed that the University Council meeting will take place as planned in December 2024.

6. Updates from the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) – Professor Yehia Bahi El-Din

- 6.1 PG Study Abroad Policy: The Deputy Vice-Chancellor and Vice-President (Research and Enterprise) reported that a revised PG study abroad unpaid leave policy has been developed and circulated with Deans ahead of the scheduled University Council meeting for approval.
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- 6.5 PHD Proposals: PHD proposals have been requested from faculty Deans, outlining key requirements.
- 6.6 Science Park Enterprise: The science park is operating at full capacity, and virtual services are being introduced to meet high demand.
- 6.7 Consulting: The Senate was informed that consulting should be encouraged through the University to alleviate costs stipulated by the taxation authority.

7. Updates from the Acting Provost and Pro Vice-Chancellor (Education) – Professor Catherine Harper

- 7.1 Office of the Provost Update (SEN/241202/03)
 - a. The Acting Provost and Pro Vice-Chancellor (Education) introduced and presented key highlights from the paper related to the QAA/IQR international quality review and action plan for meeting the expectations and demonstrating enhancement (see paper related to item 7.2)
 - b. It was reported that all academic and student policies, procedures, and academic regulations in the public domain are now accessible to students and staff on the University's website. Academic Regulations workshops with VD (T&L) will be coordinated to facilitate consistent implementation, with a focus on Academic Misconduct, Impaired performance, and Student Appeals.
 - c. Regarding staff development, it was reported that pursuit of Advance HE fellowships are ongoing, and staff are being mentored by those that have acquired their fellowships. It was noted that several vouchers can be offered to staff, and the Senate were encouraged to contact the Acting Provost and Pro Vice-Chancellor (Education) for further information. Please see the paper for complete details.

7.2 Update on IQR Action Plan (SEN/241202/04)

- a. The Acting Provost and Pro Vice-Chancellor (Education) introduced and noted the paper. Please see the paper for full details on examples of good practice, actions to be taken, and success indicators.

8. Updates from the Vice Chancellor's Board

8.1 Chief Operating Officer (COO) Updates - Student Life Centre: Presented by Eng Youssef Youssef

- a. The COO reported that the renovation of the SLC concluded in October 2024, and it was marked by a soft opening event during our anniversary celebration in Oct 2024. The SLC's offering is the first of its kind in the Egyptian HE sectors. It will be home to all student service provisions in the University, such as Academic Services, the Student Union, Student Clinics, and relevant financial and student dorm services. Following international visits to our UK partners, the building was designed to emphasise student-centricity and enhance student experience. The SLC building is the third student center on campus, following the food courts and sports facilities. A video highlighting key features of the SLC was presented to the Senate.
- b. The Chair requested the Senate to direct students to use SLC services, welcomed the committees' ideas and views on enhancing the SLC offering, and underlined the University's ambition for the SLC to operate as the heart of the campus for students.
- c. The Senate shared positive student feedback on the SLC. Discussions ensued on relocating the clinic stations to the ground floor for health and safety accessibility purposes; enhancing mental wellbeing and health support services for students and the provision of more support and guidance, including appropriate interior/exterior signage on the building and signposting around campus to eliminate stigma in accessing student support services and ensuring private access to key medical and mental health; CCTV and campus security, and the legal requirements around the adoption of AI and devising appropriate consent/declaration forms for students.
- d. The SU President welcomed the addition of the SLC on campus, emphasising its use by students to access key services, meet, and socialise. He also welcomed enhancements to the network/WIFI in and around the SLC's location on campus and an increase in the number of paramedics on campus. Further discussions ensued on the legalities and SCU requirements on the ratio of Paramedics to students needed on campus in alignment with SCU requirements.
- e. The Chair thanked the SU President and Senate for their feedback and requested that concerns about SCU and legal requirements surrounding staff/student ratios be addressed outside the meeting forum.

ACTION 2 (Re to Item 8.1): Dr Marwa Zein (Elected Senate Member - Faculty of Law) to outline and share the legal requirements related to the University's adoption of CCTV and security supported by AI and devising appropriate consent/declaration forms for students to the Chief Operating Officer.

ACTION 3 (Re to Item 8.1): The Chief Operating Officer and Chief People Officer to determine the legal requirements set by the SCU regarding paramedic/student ratio.

9. Updates from the Strategy Office

9.1 COP29 Simulation: Presented by Dr Sarah El-khishin

- a. The Director of Strategy Development and University Advisor on SDGs delivered a presentation to the Senate highlighting details of the nine sessions presented by students at COP29 Baku; the high-quality research output and components from our University; the presence and attendance of high-level officials, such as Ambassador Wael Abouelmagd who met our students in a closed meeting; and cultural activities and trips highlighting the value of student mobility.
- b. This year's COP29 activities resulted in NCQG being adopted in COP29 Baku, with similar clauses to the COP29 simulation proposals conducted in Cairo before the main event in Baku – a high point of achievement for our university. A video highlighting key elements and the event's success was presented to the Senate. See the presentation circulated with Senate Dec 2024 minutes for further details.

10. Updates from the Alumni & Advancement Office

10.1 Alumni Department Update: Presented by Dr Amr Seda

- a. The founding Director of Alumni & Advancement shared an update and presentation on key developments in the Alumni Office/Department highlighting: Recruitment and hiring; creating an alumni mailing list and mailbox; 20th-anniversary highlights, and the Azerbaijan Orchestra (attended by 160 alumni); developing an alumni database and working group; alumni cards, benefits and giveaways; yearbook distribution during graduation ceremonies, and proposal to digitise yearbooks; appointing an alumni social media specialist and creating an alumni webpage; establishing an alumni committee; alumni launch event in April 2025; designing an interactive alumni hall and lounge in collaboration with the faculty of Art and Design; Alumni SDG marathon in October 2024.
- b. An Alumni documentary is being created in collaboration with the Marcom department, and a short clip was presented to the Senate.
- c. The Founding Director of Alumni & Advancement queried benefits offered to PG students. The DVC&VP (Research and Enterprise) confirmed that BUE graduates and alumni are entitled to benefits and discounts that may vary according to discipline/programme. Further details can be requested directly from the DVC&VP's office.
- d. Survey results with graduating students indicated their preference for physical yearbooks. The COO confirmed that previous surveys also indicated students' preference for physical yearbooks and reported that responsibility for the distribution of yearbooks has moved from the student activities department to the Alumni office to ensure graduate contact with the Alumni office. Senate members expressed that yearbooks should include pictures of both students and staff.
- e. The SU President expressed that discussions are underway in the SU on producing a video documentary showcasing former SU Presidents and vice presidents from 2016 onwards.

11. Updates from the Senate

11.1 Academic Staff Research Day:

- a. Associate Professor Ghada Amin (Art and Design) queried the application of the Research Day policy received in May 2024. The DVC&VP (Research and Enterprise) noted that it is applied as outlined in policy. Proposals and suggestions for amendment are welcome and subject to discussion and approval in the University Council. Responsibility for its application lies with the faculties, and the applications are expected to be submitted in alignment with the criteria outlined in the policy.

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

12. University Teaching and Learning Committee - Records of Approval from Oct 2024 meeting

12.1 Records of approval in UTLC Minutes related to: Art and Design Revalidations and Validations (UTLC minute ref. 5.1), and Arts and Humanities Revalidations (UTLC minute ref. 5.2) - (SEN/241202/05) – **APPROVED.** *Post-mtg note: Records of approval from the UTLC 24th October mtg were submitted and approved to the Dec24 University Council (UC)—further details outlined in the DEC24 UC minutes.*

Part C: Any other Business and Date of Next Meeting

13. Any Other Business

- 13.1 Prof Mona Mayhob raised issues related to the delay in delivering seats for the Nursing skills lab. The Chair advised her to follow up with the Dean of the Faculty of Nursing and with the purchasing team. The COO reiterated that the order should be raised via the service desk, noting that this would be followed up outside the meeting forum.
- 13.2 The Staff Award Ceremony was queried. The CPO confirmed plans are underway, and further details will be circulated in due course.

CHAIR'S CLOSING REMARKS:

The Chair acknowledged a lot of work has been done, with ongoing priorities and projects. Despite the challenging economic circumstances, much effort is being put into repositioning the university in the HE sectors in Egypt and internationally. He recognised the Senate's accomplished role in raising new and ongoing challenges, highlighting the forum's distinctive and remarkable ways of working together on governance and student experience. He also recognised the extraordinary effort put forth by Recruitment and the whole university community. Thanks to Board of Trustees for approving an extended New Year was noted.

14. Date of Next Meeting

16th of February 2025, 2.30-4:00, Botros Ghali

Actions Arising from the Senate meeting on 2nd December 2024				
#	Action	Responsibility	Item Ref	Update Due
1	ACTION 1: Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal) to establish a Senate subcommittee group to discuss and agree on the three proposals related to Senate Elections.	Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal)	-	Next Senate Meeting
2	ACTION 2 (Re to Item 8.1): Dr Marwa Zein (Elected Senate Member - Faculty of Law) to outline and share the legal requirements related to the University's adoption of CCTV and security supported by AI and devising appropriate consent/declaration forms for students to the Chief Operating Officer.	Dr Marwa Zein	8.1	Next Senate Meeting

3	ACTION 3 (Re to Item 8.1): The Chief Operating Officer and Chief People Officer to determine the legal requirements set by the SCU regarding paramedic/student ratio.	The Chief Operating Officer and Chief People Officer	8.1	Next Senate Meeting
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SENATE/241202_Meeting Papers		
Code	Description	Agenda No
SEN/241202/01	Senate Minutes & Actions Arising_ Sep2024 (approved)	3
SEN/241202/02	Senate Terms of Reference	4
SEN/241202/03	Office of the Provost Updates	7.1
SEN/241202/04	QAA IQR – Action Plan	7.2
SEN/241202/05	UTLC Minutes Oct 2024 (approved)	12. a

The British University in Egypt

SENATE MINUTES

Date: Sunday the 16th of February 2024

Time: 02.30-04.00

Venue: Botros Ghali

	Name	Faculty/Department	
Senior Management & VCB	Prof Mohamed Loutfi	President and Vice-Chancellor	✓
	Prof Yehia Bahi El Din	Deputy VC and VP for Research and Enterprise	✓
	Prof Catherine Harper	Acting Provost and Pro-Vice-Chancellor for Education	-
	Ms Rasha Mabrook	Chief Marketing Communications Officer	✓
	Ms. Rania Boraie	Chief Strategic Projects Officer	✓
	Eng Youssef Youssef	Chief Operating Officer	-
	Mr Sherif Hosni	Chief People Officer	✓
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	✓
	Prof. Vladimir Geroimenko	Informatics & Computer Science	✓
	Dr. Marwa Zein ElAbedeem	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	✓
	Ms. Mariam Aboelmagd	Law	✓
	Ms. Nada Hossam	Business Administration, Economics & Political Science	✓
	Ms. Salma Mostafa	Communication and Mass Media	-
	Appointed Observers	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)
Dr Hanan Youssef		Communication and Mass Media	✓
Dr Ahemd El Gamal		Dentistry	✓

	Dr May Nagy	Business Administration, Economics & Political Science	-
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	✓
Elected Students	Mr Aly Hussam	SU President	✓
	Mr Youssef Fouad	SU Vice President	-
	Ms. Hania Anyan	SU Coordinator	✓
Attendees	Ms. Tasnim Al - ahdal	Senior Education Quality Officer / SAR	✓
	Prof James Holness	Executive Director of Recruitment and Partnerships	✓

1. Welcome and Apologies

Apologies were received from Prof Catherine Harper, Mr. Sherif Hosni, Dr Salma El Gazzar, Dr Rania Salem, Dr Salma Mostafa, and Dr May Nagy.

2. Requests to Open Part B Items for Discussion

NA

3. Approval of Minutes:

The minutes of the meeting held on the 2nd of December 2024 were approved (SEN/250216/01)

4. Actions Arising:

To review updates to actions arising from the meeting held on the 2nd of December 2024

Action	Responsibility	Update Due
ACTION 1: Dr Amr Seda and the Senate Secretary (Ms. Tasnim Alahdal) will establish a Senate subcommittee group to discuss and agree on the three proposals related to Senate Elections.	Dr. Amr Seda Ms. Tasnim Alahdal	Feb 2025
Update: A meeting was held on the 12 th of February and the outcome will be presented under item 8.1		
ACTION 2 (Re to Item 8.1): Dr Marwa Zein (Elected Senate Member - Faculty of Law) to outline and share the legal requirements related to the university's adoption of CCTV and security supported by AI and devising appropriate consent/declaration forms for students to the Chief Operating Officer.	Dr. Marwa Zein	Feb 2025
Update: The Chief operating officer noted that Dr Marwa shared proposals related to legal requirements for the university's adoption of AI, which will be incorporated into the next recruitment cycle.		
ACTION 3 (Re to Item 8.1): The Chief Operating Officer and Chief People Officer will determine the legal requirements set by the SCU regarding the paramedic/student ratio.	The Chief Operating Officer and Chief People Officer	Feb 2025
Update: The Chief Operating Officer reported that they checked legal requirements with the ministry and SCU, and there are no established ratios. The university has 24-hour support from the medical team, which includes 3 doctors, 4 paramedics, and 4 nurses.		

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

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

5.1 Academic Clusters and welcome to the Pro-Vice Chancellors for Health and Social Sciences

The Chair provided an update on the strategic establishment of Academic Clusters within the Faculties of Health and Social Sciences. These clusters foster interdisciplinary and cross-disciplinary research, teaching,

and learning collaboration. The Chair announced that the clusters will be led by the inaugural Pro-Vice-Chancellors: Professor Tarek Abbas, overseeing the Health Cluster, which encompasses Dentistry, Nursing, Pharmacy, and Physiotherapy; and Professor Waduda Badran, leading the Social Sciences Cluster, which includes the faculty of BAEPS, A&H, Law and CMM. This initiative aligns with the university's broader strategic vision to enhance academic integration and innovation. The Chair further noted that the SCU has recently established similar clusters in Health, Engineering, and Social Sciences, reinforcing the university's and HE sector's commitment to creating dynamic, collaborative academic environments that transcend traditional disciplinary boundaries.

5.2 Appointments in the faculties of Communication and Mass Media, Law, Dentistry, BAEPS and the Student Life Center (SLC)

The Chair noted the following senior appointments: Prof Adel Saleh, as Acting Dean of the Faculty of CMM; Prof. Fardos Rizk, as Acting Dean of the Faculty of Dentistry; Prof Hadia Fakhr El Din as Acting Dean of the Faculty of BAEPS; Dr Rania Yehia, as the Director of the SLC; Dr Sarah Fikry, as the Head of Student Activities and Engagement; and Mr. Emam Gamil as the Head of Student Services. Prof Hassan Abdelhamid, former Dean of the Faculty of Law, appointed at Sharjah University and continued role at the British University in Egypt as an Advisor to the President, was noted.

5.3 Meeting with Prof. Malcolm Press, Vice-Chancellor of MMU, and Physiotherapy Validation visit with MMU on 24-26 February 2025.

The Chair shared an update on his visit and successful meetings with Prof. Malcom Press, noting that MMU will be on a campus visit from 24 to 26 February 2025 to validate the Physiotherapy Programme.

5.4 Faculty of Hospitality

The Chair reported on the approval to establish the Faculty of Hospitality by Presidential Decree and that discussions are ongoing with several universities in the UK, including Sheffield Hallam University and Cardiff Metropolitan University. The Chair noted the focus will be to develop a unique programme that is economically viable, with distinctive features and offerings within the industry and broader sector. Discussions ensued on developing a programme and modules aligned with strategic priorities related to teaching, learning and Student Experience, and the advantages of developing 20-credit modules to enable international student mobility with our global partners.

5.5 Meeting with HE Minister of Youth and Sport

The Chair reported that the HE Minister of Youth and Sport has been appointed President of the African Sports Union, and it has been agreed that the Union's Headquarters will be on campus. The Chair emphasised this strategic partnership's local and regional impact and advantages to the university.

5.6 Visit with the Arab Parliament President, Prof. Mohammed Ahmed Al-Yammahi

The Chair reported that Egypt's Foreign Office employed eight graduates from the British University in Egypt, noting this is a testament to the successful, professional and high-achieving calibre of our students and graduates and their desirability to employers upon graduation.

5.7 Gen Z Competition

The Chair shared an update on the Gen Z competition, the University Chair and Vice-Chancellor's involvement as the Chair of the Gen Z Committee, and the successful outcome of two teams from the British university in Egypt reaching the semi-finals. The Chair also reported that the university won second place in the CFA competition. It was further noted that BUE students won first place in the Amazon Transcend competition, guaranteeing them positions working for Amazon upon graduation.

5.8 Memorandum of Understanding with the Public Prosecution Office

The Chair informed the committee that our university is among four institutions nationally to have signed a Memorandum of Understanding (MoU) with the Public Prosecution Office. This strategic partnership fosters closer collaboration between academia and the judicial sector, aligning with broader national efforts to strengthen such ties. Under the terms of the MoU:

- The university will facilitate internship and graduate employment opportunities for its students within the Public Prosecution Office, providing valuable practical experience and career pathways.
- In return, staff from the Public Prosecution Office will have access to the university's campus facilities and the Faculty of Law's laboratories.
- Public Prosecution Office staff will also be eligible to enrol in the Faculty of Law's master's programme, further enhancing professional development and academic exchange.

This initiative is expected to enrich the educational experience for law students and deepen institutional cooperation with the judicial sector. The Chair formally recorded the Committees' appreciation to Professor Hassan Abdelhamid, former Dean of the Faculty of Law, for all his achievements and instrumental role in securing NAQAAE accreditation for the Faculty of Law.

6. Updates from the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) – Professor Yehia Bahi El-Din

6.1 World University Ranking

a. Overview of World University Rankings

The Deputy Vice-Chancellor and Vice President for Research & Enterprise (DVC and VP (R&E)) delivered a comprehensive overview of major global university ranking systems, specifically the Times Higher Education (THE), QS (Quacquarelli Symonds), and the Arab Ranking of Universities. The presentation highlighted key metrics, including the quality of teaching and research, institutional reputation, publication output, graduate employability, sustainability initiatives, and alumni achievements. The DVC and VP (R&E) also outlined the methodologies and data sources utilised by these ranking bodies, emphasising their relevance to the university's strategic objectives.

b. Development of Institutional Data Matrix

The DVC and VP (R&E) reported progress on creating a matrix designed to capture and record institutional data and activities. This matrix involves collaboration across faculties, alumni relations, enterprise, strategic planning departments, and student and professional services. The primary focus areas for data collection include teaching excellence, research productivity, institutional reputation, and sustainability practices, ensuring a holistic approach to performance measurement.

c. Presentation of Comparative Ranking Data

A sample of data was presented, showcasing the British University in Egypt's rankings alongside other private universities in THE, QS, and the Arab Ranking of Universities over recent years. The analysis concentrated on metrics such as research and discovery, employability outcomes, faculty-to-student ratios (national and international), international faculty representation, scholarly output and citations, publication volume, and academic and employer reputation.

d. Publications

The committee noted and discussed the university's consistent and sustainable growth in research publications, benchmarking this progress against data from peer private universities. The discussion underscored the importance of maintaining upward momentum in scholarly output to enhance the university's global rankings.

e. Data Management and Publication Strategies

The DVC and VP (R&E) stressed the need to establish a centralised data bank and implement a robust system for managing up-to-date and accessible ranking-related data. The proposal to appoint a dedicated Ranking Data Coordinator was discussed, alongside strategies to encourage faculty to publish research following conference participation and to develop discipline- and faculty-specific academic journals.

f. Chair's Remarks and Call for Best Practices

The Chair expressed appreciation for the DVC and VP (R&E)'s data analysis and the development of an actionable plan to improve the university's ranking. Emphasising that enhancing the university's position is a shared responsibility, the Chair invited Senate members, in consultation with their Faculty Deans, to identify and share examples of best practices and successful initiatives that align with the key areas highlighted in the world university rankings. The Chair encouraged ongoing collaboration to strengthen the university's international profile further.

7. Updates from the Vice Chancellor's Board

7.1 Chief Marketing Communications Officer Updates:

7.1.1 Week 1 – Welcome and Induction:

- a. The Chief Marketing Communications Officer updated the Senate on planned changes to the format of the Induction Programme and activities, which usually occurs in September of each Academic Year. The Senate's feedback was solicited, and Student Services and Student Activities will request further input from staff and students.

7.2 The Chief Operating Officer Updates:

7.2.1 Ramdan – Iftaar and Suhoor:

- a. The Chief Operating Officer updated the Senate on plans and key dates for annual Ramadan iftar and Suhoor events and activities, noting that the dates were plotted considering the community's availability. Further details will be circulated in due course.

7.2.2 Connectivity and Infrastructure:

- a. Updates related to the university's connectivity and internet infrastructure confirmed the installation of key equipment and telecommunication towers across campus.

7.2.3 Travel and Events Forms:

- b. The COO noted that the process for submitting the travel form has been automated, and plans are underway to automate the process for submitting events forms. Further details will be circulated in due course.

8. Alumni & Advancement Office Updates:

8.1 Senate Elections and Terms

- a. The Founding Director of Alumni & Advancement reported that following discussions and actions arising from the last Senate meeting on Senate Elections, Senate members were invited to a Senate subcommittee meeting held on February 12th to discuss and agree on the Senate election Process and Terms.
- b. The following updates to the Senate Elections and terms were proposed:
 - Senate Terms: to be updated 3 years
 - Next elections date: March/April 2026
 - Continuity: Chair of the Senate to re-appoint 30% of current members for the next term.
- c. The Chair and Senate agreed to the proposals (presented under item 8.1 b)
- d. The Chair requested that the Senate election dates be defined considering the academic calendar, and key dates related to Ramdan, Eid, Easter and Public Holidays.

ACTION 1: The Senate Secretary will update the Senate Elections to reflect the updates agreed upon in the February 2025 Senate meeting. Update to be presented at the next Senate meeting.

8.1 Alumni Office

- a. The Founding Director of Alumni & Advancement notified the committee that the design of the Alumni Hall has concluded, a social media page has been launched, regular monthly events are taking place involving Alumni as guest speakers and plans for recruiting an Alumni Manager.
- b. The Chair queried the number of Alumni details on the database (noted as approximately 5000), considering the total number of graduates (noted as approximately 18,500), and requested the Senate to encourage colleagues within their faculties to highlight and promote alumni-related objectives, advantages, and activities to students.

8.2 Marathon – Key Dates

- a. The Marathon will take place on April 11, 2025, and this year's theme is 'Quality Education.'

9. Updates from the Senate

9.1 Strengthening International Component:

- a. Associate Professor Dr Noha Mostafa raised and discussed the need to focus on and define our university's international mobility opportunities as summer programmes/school and semester abroad opportunities with our UK partners (LSBU, MMU and QMU). Challenges related to high demand and interest from our student's vs capacity and opportunities, including mobility programmes content about teaching, learning and international student experience, were noted and discussed.
- b. The Chair reported that ongoing discussions with our validating partners are taking place to develop and enhance our international mobility opportunities for students, particularly in increasing capacity and tailoring specific summer school programmes. He acknowledged current mobility partnerships with LSBU, MMU and QMU and encouraged faculties to begin discussions with other international universities to develop student mobility programmes. Faculty-led student mobility initiatives and opportunities will be centrally supported, but faculties must lead them.
- c. The university is in the process of establishing an international office, which will strengthen the international components embedded in our strategy, curricula, and offerings to students.
- d. The Chair emphasised the success of the international mobility initiatives led by the Dean of the Faculty of Art and Humanities.
- e. Discussions ensued on challenges related to costs. The Chair advised that due to costs, faculties should initially focus on short-term summer programmes and initiatives. Recommendations to develop and establish an international committee were noted.

9.2 Student Union (SU):

- a. The President of the SU delivered a presentation outlining key data related to membership, past/current/upcoming events, social media, sponsors and the SU's mission. Key activities and achievements, such as the first Pharmacy Summit, DIGICON, were noted, including community and student-related events fostering diverse cultures. Events and activities with the Middle Eastern Student Association, Alumni and Student Services Department, including arts and culture events, were also noted. Discussions to promote the BUE mobile application are underway with the Chief Operating Officer.
- b. The SU undertook a survey, and approximately 300 students responded with feedback on campus facilities and services, teaching and learning and student experience.
- c. The Chair commended the SU president for his presentation, efforts, and achievements with the SU. He requested that agenda items related to students be allocated at the beginning of the meeting and that detailed feedback from the surveys be shared directly with the acting Provost, PVC (Education), and COO.

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

Part C: Any other Business and Date of Next Meeting

10. Any Other Business

NA

11. Date of Next Meeting

Monday 7th July 2025, 12:00-2:00, Botros Ghali

SENATE/250216_Meeting Papers		
Code	Description	Agenda No
SEN/250216/01	Senate Minutes & Actions Arising_ Dec2024 (approved)	3

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/or papers are not opened for discussion, they will be taken as approved.

The British University in Egypt

SENATE MINUTES

Date: Monday 7th July 2025

Time: 12:00 – 2:00

Venue: Botros Ghali

	Name	Faculty/Department	
Senior Management	Prof Mohamed Loutfi	President and Vice Chancellor	✓
	Prof Yehia Bahi El Din	Deputy VC and VP for Research and Enterprise	-
	Prof Catherine Harper	Acting Provost and Pro-Vice Chancellor for Education	✓
	Ms. Rasha Mabrook	Chief Marketing Communications Officer	✓
	Eng Youssef Youssef	Chief Operating Officer	✓
	Mr. Sherif Hosni	Chief People Officer	✓
	Prof Waduda Badran	PVC Social Science Cluster	✓
	Prof Tarek Abbas	PVC Health Cluster	✓
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	-
	Prof. 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	✓
	Ms. Mariam Aboelmagd	Law	-
	Ms. Nada Hossam	Business Administration, Economics & Political Science	-
Ms. Salma Mostafa	Communication and Mass Media	-	
Appointed Observers	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)	-
	Dr Hanan Youssef	Communication and Mass Media	✓
	Dr Ahemd El Gamal	Dentistry	✓
	Dr May Nagy	Business Administration, Economics & Political Science	✓
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	-
St u de	Aly Hussam	SU President	-

	Youssef Foad	SU Vice President	-
	Hania Anany	SU President (Engineering)	✓
Attendees	Prof Mona Hassan (Head of Mental Health Nursing and VD for Community Service & Enterprise)		✓
	Dr. Khaled Nematallah (Associate Professor of Pharmacognosy Microbiology and Pharmacognosy)		✓
	Associate Professor Eman Ramadan, MD, PhD, Biotechnology,		✓
	Associate Professor Heba Wagdy, FHEA, PhD, Analytical Chemistry,		✓
	Professor Marwa Safar, Head of the Department of Pharmacology and Biochemistry		✓
	Associate Professor Marwa Hamza, Acting Head of the Clinical Pharmacy Practice Department		✓
	Ms. Tasnim Al - ahdal	Senate Secretary/Senior Education Quality Officer	✓

1. Welcome and Apologies

Chair's Welcome and Opening Remarks: The Chair welcomed the Senate committee and attendees from the Roadshow. The Chair underlined the integral role that Senate plays in cascading key updates and information to the university community related to Teaching, Learning, student experience, research and postgraduate activities, including strategic initiatives and activities. The Chair reported the roadshow's aim was to disseminate strategic updates and plans, including examples of best practice more widely across the university, and to highlight ongoing key activities and initiatives that may not be captured via formal/senior committees. It was reported that plans and discussions are underway to host the roadshow in the future.

Attendees (from the Roadshow): Prof Mona Hassan (Head of Mental Health Nursing department and Vice-Dean for Community Service & Enterprise); Dr. Khaled Nematallah (Associate Professor of Pharmacognosy Microbiology and Pharmacognosy Department); Associate Professor Eman Ramadan, MD, PhD, Biotechnology; Associate Professor Heba Wagdy, FHEA, PhD, Analytical Chemistry; Professor Marwa Safar, Head of the Department of Pharmacology and Biochemistry; Associate Professor Marwa Hamza, Acting Head of the Clinical Pharmacy Practice Department

Apologies received from: Prof Yehia Bahei-El-Din, Associate Prof Noha Mostafa, Dr Vladimir Geroimenko, Dr Ahmed Gamal, Dr Rania Salem, Dr Salma Mostafa, and Aly Hussam (SU President) represented by Hania Anany (SU President - Engineering)

2. Requests to Open Part B Items for Discussion

None

3. Approval of Minutes:

The minutes of the meeting held on the 16th of February 2025 were approved (SEN/250707/01)

4. Actions Arising:

To review updates to the following action arising from the meeting held on the 16th of February 2025:

ACTION 1: The Senate Secretary to update the Senate Elections to reflect the updates agreed upon in the February 2025 Senate meeting. Update to be presented at the next Senate meeting.

Update: Completed. Further details shared under item 10.2.

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

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

5.1 UK Trips and Activities – Summer 2025:

a. Report of the Chair

The Chair provided an update on the successful implementation of the London South Bank University (LSBU) Summer School programme. He highlighted the strong engagement of the British University in Egypt students on the LSBU summer school students, as well as the involvement of international alumni, particularly during their meetings with the Egyptian Ambassador to the UK at the Egyptian Embassy in London. He noted that these visits and discussions across several UK universities created opportunities for meaningful reflection and exchange of best practices in higher education. The Chair further acknowledged that these interactions have strengthened institutional visibility and reinforced international academic partnerships. In conclusion, the Chair invited Dr Rania Yehia to present a detailed update on the recent UK visit

b. Dr Rania Yehia's Report

Dr Rania Yehia updated the Senate on the institutional visits undertaken during the UK delegation, which included London South Bank University, Bournemouth University, the University of Cambridge, Manchester Metropolitan University, and Regent's University London. She emphasised the importance of the comparative insights gained, focusing on both the similarities and distinct differences observed between the British University in Egypt and the UK universities. Key areas highlighted included: Centralisation of Student Life Centres providing integrated support to students; Student Services and Student Record Systems ensuring efficiency and accessibility in administration; Alumni Relations through structured networks and sustained engagement strategies. These findings are expected to inform ongoing development at BUE, particularly in the enhancement of student experience, institutional services, and alumni engagement practices.

The Chair thanked Dr Yehia for her contribution and invited Dr Amr Seda to share his reflections and report on the UK visit (see Items 9 below).

c. LSBU Summer School and UK Visit Updates

The Chair commended the overall success of the LSBU Summer School and acknowledged its role in strengthening international student exchange and academic collaboration. He invited Ms. Ingy El Nadoury (Executive Office Director – Office of the President and Vice-Chancellor) to deliver a summary of the key highlights from the summer school.

Additionally, the Chair requested Prof Catherine Harper to share her reflections and observations from the UK visit (see Item 6 below), noting the importance of capturing senior-level insights for future institutional development.

d. Strategic Engagement with the UK

The Chair reiterated the importance of sustaining and expanding the university's activities, networks, and collaborations within the UK higher education sector. He stressed that academic and professional staff travelling to the UK for teaching, learning, student experience/mobility, or research purposes should also be encouraged to: actively nurture and strengthen existing institutional partnerships; explore opportunities for establishing new collaborative initiatives with UK universities and sector stakeholders; and contribute to strategic projects that enhance our university's international profile and academic standing. The Chair reported that this matter will be considered further at forthcoming

discussions with the Deans and the Vice-Chancellor's Board to ensure a coordinated institutional approach.

5.2 Incoming Provost

- a. The Chair informed the Senate that, during recent visits to the University of Cambridge, he had the opportunity to meet with the incoming Provost, Professor James Gazzard. Furthermore, Prof Gazzard accompanied the delegation on the visit to the Egyptian Embassy in the United Kingdom. The incoming Provost is expected to join the British University in Egypt in September 2025.

5.3 Clusters

- a. The Chair provided an update on key activities and initiatives currently being led and developed within the Social Sciences and Health clusters. These developments are designed to strengthen the University's existing and evolving interdisciplinary strategic priorities, while also capitalising on opportunities for economies of scale.

6. Updates from the Acting Provost and Pro Vice-Chancellor (Education) – Professor Catherine Harper

6.1 International Engagement and Human Resources Collaboration

The Acting Provost and Pro Vice-Chancellor (Education) reported that her recent visit to the United Kingdom was dedicated to two distinct projects. The first project, undertaken in collaboration with the Chief People Officer, involved visits to Cardiff Metropolitan University, Coventry University, Manchester Metropolitan University, and London South Bank University. These visits centred on meetings with each institution's Chief People Officer (or equivalent), which provided valuable opportunities for in-depth exchanges of experience and practice. Key outcomes included: Identification of similarities and differences in human resources and organisational development functions; Exploration of potential frameworks for both short-term and long-term staff exchanges (incoming and outgoing), particularly with universities already established as our partners in the UK.

The Chair welcomed the prospects for staff exchange initiatives, noting their potential to advance professional development and strengthen international academic partnerships.

6.2 Observations on Student Contact (Teaching) Time

The Acting Provost further reported significant observations arising from the UK visits concerning student contact time. These discussions highlighted varying approaches to balancing direct teaching hours with independent student learning. It was noted that such insights could inform a review of the university's current approach to: Staff workloads and overall teaching balance; Academic timetabling and delivery structures; and the promotion of independent, critical, and reflective learning skills among students.

6.3 Institutional Operations and Staff Development

The second project was conducted in collaboration with Mr. Mostafa Youssef, Advisor for Teaching and Learning Innovations, and with several partner universities including Queen Margaret University, London South Bank University, and Manchester Metropolitan University. Discussions were structured around two central themes: (1) Institutional Operations – Meetings emphasised the effective management of day-to-day academic and administrative functions, drawing on the operational models of partner institutions, and (2) Staff Development – Collaborative dialogue focused on opportunities for professional growth and shared training activities, enabling staff to benefit from international good practice and joint initiatives with UK partners.

6.4 Engagement with International Best Practice in Teaching and Learning

It was further reported that Mr Mostafa Youssef (Advisor for Teaching and Learning Innovations), together with Dr Noha Mostafa (Associate Professor of Industrial Engineering and Management and Elected Senate Member), attended and presented a paper at the annual Advance HE conference. Their contribution was recognised as a valuable opportunity to showcase the university's initiatives while strengthening its engagement with international best practice in teaching and learning.

7. Updates from the Vice Chancellor's Board

7.1 Updates from the Chief Marketing and Communications Officer (Roadshow):

7.1.1 Ms. Rasha Mabrouk, Chief Marketing and Communications Officer, provided a verbal update on the Roadshow held on 5 June 2025 and welcomed attendees. The event created a valuable platform for discussion and idea-sharing among faculty and staff. Key outcomes included proposals to establish three new committees: Marketing and Communications (Marcom) Committee, Recruitment Committee, and Health Cluster Committee. Additional suggestions raised included: Launching faculty- and cluster-specific YouTube channels, Developing podcasts tailored to faculties and clusters, Showcasing alumni success stories, and Enhancing target-specific marketing for university programmes.

7.1.2 Ideas and Recommendations from Roadshow Attendees

- a. Prof. Mona Hassan (Head of Mental Health Nursing, Vice-Dean for Community Service & Enterprise) proposed several initiatives: an interactive questionnaire/tool to help students select appropriate degree programmes, faculty-specific YouTube channels highlighting unique academic offerings, launch of a scientific journal to strengthen the research profile of the university, creation of a one-year postgraduate diploma in quality assurance and establishment of a university-affiliated teaching medical hospital.
- b. Website (Alumni and Recruitment): Prof. Hebatallah Wagdy suggested connecting questionnaire results to faculty recruitment teams for follow-up with prospective students. She also recommended that alumni stories be regularly posted on the website and distributed via newsletters to key stakeholders (parents, students, and partners).
- c. Website (link for visiting Professors): Prof. Rania Khalil proposed that the University website should feature clear information for visiting professors who wish to apply to the University.
- d. The Chair thanked Profs. Mona, Hebatallah, and Rania for their innovative proposals and requested that these ideas be further discussed and agreed with the relevant persons/departments.
- e. The Chief Marketing Communications Officer also thanked Prof Mona for her ideas and noted that Ms. Sahar El Atwy (Student Services Employability and Career Manager) oversees PathwayU, an existing online platform assisting students in exploring suitable majors through career assessments.
- f. The Chair requested Prof. Mona to liaise with Prof. Yehia Bahi El Din (Deputy Vice-Chancellor and VP for Research and Enterprise) regarding the potential establishment of a scientific journal and Dr Sahar Badawy regarding the possibility of developing a diploma in Quality Assurance.
- g. The Chair requested Marcom to investigate adding a section to the University website providing details on how visiting professors can apply to the University. The Digital Communications Committee is to provide an update at the next Senate meeting.

Action 1: Prof. Mona Hassan to discuss the establishment of a scientific journal with Prof. Yehia Bahi El Din. Update to be shared at the next Senate meeting.

Action 2: Prof. Mona Hassan to discuss the establishment of Quality Assurance diploma with Dr Sahar El Badawy

Action 3: Marcom to establish a Digital Communications Committee/Working Group to review and action ideas from the Roadshow attendees, Senate members, and Student Union (SU) representatives.

- h. Student led-media Initiatives: Dr. Khaled Nematallah (Associate Professor, Microbiology and Pharmacognosy) proposed launching an interactive YouTube channel for community engagement,

led by students under staff supervision. The channel would include: A podcast series featuring interviews with staff, students, and public figures, Guidance for students on academic regulations, and Health awareness content. Dr. Khaled highlighted the channel's dual potential as both a student support resource and a recruitment tool.

- i. The Chair welcomed this idea but stressed the importance of maintaining a consistent public image, noting that all university-affiliated content must undergo central review and approval.
- j. Dr. Marwa Zein added that the legal implications of online content must be considered. The Chair emphasised that all University material must comply fully with legal requirements.

Action 4: Marcom to develop a proposal for central and/or faculty-specific YouTube channels, including approval procedures, and content guidelines, considering legal compliance frameworks.

- k. The SU President (Engineering), Ms. Hania Anany, affirmed strong student interest in online engagement projects and expressed support for developing podcasts and marketing materials. The Chief Marketing and Communications Officer welcomed the collaboration, acknowledging the high quality and impact of SU-produced online content.

Post-Mtg Note: Marcom held a meeting on 17th July 2024 to further discuss, and action ideas presented and discussed in the 8th of July Senate meeting.

- l. **Health Cluster Proposals:** Professor Marwa Safar and Associate Professor Marwa Hamza proposed establishing a 'Clinical Pharmacy Clinic' to operate alongside the Dental Clinic. Benefits include: Expanding clinical services currently offered, providing in-house training and internships for pharmacy students, and Creating a new revenue stream for the University.
- m. The Chair welcomed the initiative and requested further consultation with Prof. Tarek Abbas (PVC Health Cluster).

Action 5: Prof. Tarek Abbas, PVC of the Health Cluster, to establish a sub-committee to explore the "Wellness Clinic" proposals presented at the July Senate meeting.

7.2 Updates from the Chief Operating Officer:

Eng Youssef Yousef presented an update on the development of Student Portal, highlighting the benefits for Students (Streamlined access to services, less paperwork), Faculty (Easier student management, faster communication) and Central Services (Efficient processing, reduced overhead) and the HR Service Desk.

7.3 Updates from the Chief People's Officer:

Mr. Sherif Hosni delivered presented a demonstration on the new HR Service Desk online portal, noting that HR are looking into the possibilities of developing a mobile app. He reported that the portal was developed by HR and the IT departments and aims to facilitate employee engagement and improve the overall accessibility of HR services, enable efficient tracking, follow-up, and resolution of employee requests and inquiries, facilitates HR managing high volume of requests more efficiently, and promoting a paperless, eco-friendly approach in alignment with the sustainability goals.

7.4 Recruitment, Admissions and International Office:

Prof. James Holness (Executive Director - Student Recruitment, Admissions, CRM and International Office) shared a verbal update on key recruitment activities and initiatives, noting that the recruitment team/department are in year three of a five year plan, efforts on developing people and processes, capturing and generating key data to inform strategic decision making and initiatives, recruitment activities, initiatives and visits, enhancement with the quality of applications and students' intake profiles, and the recruitment and selection process. He also reported that the international office is being established and shared an overview of the international student market opportunities and challenges. He expressed his gratitude to all individuals, teams and faculties for their coordinated effort with the recruitment and admissions teams.

8. Updates from the Strategy Office

8.1 COP 30 Simulation Programme:

Dr Sarah El-khishin (Director of Strategy Development and University Advisor on Sustainable Development Goals) delivered a presentation on the COP 30 Simulation Programme and Fellowship, the programmes academic content and modules, research and knowledge, and data related to annual increase in participation related to student and university applications. It was noted that that the COP30 Simulation Fellowship strengthened internationalisation efforts, accepting 105 students globally and engaging over 97 international universities, representing 64 different countries. Further details outlined in the presentation circulated with the Senate committee July 2025 minutes.

9. Updates from Alumni & Advancement Office

9.1 UK meetings and establishing the UK Alumni Chapter

Dr. Amr Seda (Founding Director of Alumni & Advancement) reported that a series of productive meetings were held with Alumni Directors during visits to London South Bank University, Bournemouth University, Oxford University, Cambridge University, and the University of Surrey. These engagements facilitated valuable discussions and the exchange of ideas, particularly in relation to international collaborations and alumni-driven fundraising initiatives. During the visit, the first UK Alumni Chapter was officially established, and the British University Egypt alumni residing and working in the United Kingdom were invited to attend a meeting with the Egyptian Ambassador to the UK. As a result of these meetings, further connections were forged with the British University Egypt alumni based in the UK, culminating in a total of 20 new international alumni contacts established during the trip.

9.2 Update on Alumni Hall

It was reported that the designs for the Alumni Hall, Lounge, and Museum have now been submitted to the Chief Operating Officer's teams for implementation. Following insightful visits to Alumni Halls at UK universities—which provided inspiration and the opportunity for fruitful exchange of ideas—enhancements and minor additions will be incorporated into the final design of the Alumni Hall

10. Updates from the Senate

10.1.1 Dr. Rania Pasha (Programme Director-Business Department & Associate Professor of Finance BAEPS) presented the following items:

10.1.2 Integrating Facial Recognition Machines with the SRS system.

- a. Dr Rania highlighted ongoing challenges faced in integrating the Student Registration System (SRS) with the university's facial recognition technology, specifically issues relating to accurate recording of attendance by staff. The Chief Operating Officer (COO) provided clarification and acknowledged the concerns raised. The Chair requested that an update on progress and proposed solutions be presented at the next Senate meeting.
- b. Dr Marwa Zein raised an important point regarding the need for obtaining explicit legal consent prior to capturing and using student photographs. The Chair advised that recommendations regarding legal requirements, including the inclusion of appropriate consent statements and disclaimers, should be formally shared with the COO for proper implementation.

ACTION 6: Dr Marwa Zein to liaise with the Chief Operating Officer regarding the implementation of legal consent statements/disclaimers for student photographs through appropriate channels.

ACTION 7: The Chief Operating Officer to provide an update on the integration of the SRS and facial recognition system at the next Senate meeting.

10.1.3 Flexible Staff Attendance during Summer

Dr Rania proposed the introduction of flexible or reduced working hours for staff during the summer period. The Chair acknowledged the proposal and confirmed that it would be reviewed in consultation with Faculty Deans and the Vice-Chancellor's Board (VCB), ensuring that any arrangements balance staff wellbeing with workload and operational responsibilities.

10.1.4 Expanding HR Benefits for Staff

Dr Rania welcomed recent improvements introduced by the HR department regarding staff benefits. She further suggested that the university consider the inclusion of additional provisions, specifically: Allowances or coverage for international trips; and Enhanced medical support, particularly for eye care. The COO acknowledged the proposals and addressed related queries from members.

10.1.5 Shaded Parking across University and University Transportation

Dr Rania queried the availability of shaded parking facilities across campus for staff members. She also highlighted challenges with internal communication relating to transportation, particularly during periods of bus maintenance. The COO responded by reaffirming that the university remains fully committed to honoring its contractual obligation to provide staff with reliable transportation to and from campus. He emphasised that any interruption to service arising from scheduled bus maintenance should be reported directly to his office, and that measures will continue to be taken to minimise disruption to staff mobility.

10.2 Senate Elections Regulations and Terms of Reference (SEN/250707/02), (SEN/250707/03)

Senate - Election Regulations

Ms. Tasnim Alahdal (Secretary of the Senate and Senior Education Quality Officer) presented an update on recent amendments to the Senate regulations, as follows:

Senate Terms: The standard term of office for all Senate members has now been set for three years.

Continuity Measures: To ensure stability and preserve institutional knowledge, the Chair of the Senate will reappoint 30% of current members to continue into the subsequent term. This approach is intended to maintain continuity while allowing for periodic renewal of membership.

The next round of Senate elections is scheduled to take place in March/April 2026.

Senate - Terms Of Reference

Ms. Tasnim further reported updates to the Senate Terms of Reference. References relating specifically to the duration of office have been removed for clarity and conciseness; and work is ongoing, in collaboration with Professor Mohamed Ismaiel's Office, to revise the Terms of Reference for central committees, with focus on: clarifying reporting lines and approval mechanisms, ensuring consistency and coherence across governance processes, and aligning committee approvals with requirements set by both the Supreme Council of Universities (SCU) and the University's UK validating partners.

Part B: Recommendations of Approval¹ to the University Council

11. University, Teaching and Learning Committees recommendations of approval to the University Council (SEN/250707/04)

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/or papers are not opened for discussion, they will be taken as approved. Part B items recommendations of approval are submitted to the University Council

11.1 UG Programme and Module Changes

- a. English: Major changes to EAW and EAP
- b. Energy and Environmental Engineering (5-Year Programme): Minor Changes to the (old) Programme Specification.
- c. Informatics and Computer Science: Minor Module Changes (13 Modules)
- d. Nursing: Minor Module changes (2 Modules)

APPROVED

11.2 (Re)validations and Bylaws – UTLC Chair’s Action:

- a. Energy and Environmental Engineering (New 4 Year Programme): approved via UTLC Chairs Action March 2025
- b. Law – bylaws: approved via UTLC Chair’s Action in April 2025.

APPROVED

Part C: Any other Business and Date of Next Meeting

12. Any Other Business

Induction: The SU representative queried induction plans and the Chair noted the dates are being finalised by the departments led by the Chief Operating Officer and Chief Communications Marketing Officer. He reported the programme is being reviewed and enhanced with an emphasis on providing a consistent student-centric experience during induction. The Chair requested that an update on Induction be shared at the next Senate meeting.

ACTION 8: The Chief Operating Officer and Chief Communications Marketing Officer to share an update on Induction Programme in the next Senate meeting.

13. Date of Next Meeting

Monday 8th September 2025, 12:00-2:00, Botros Ghali

Actions Arising from the Senate Mtg on 7 th July 2025				
	Action	Responsibility	Item ref	Update Due
1	Action 1: Prof. Mona Hassan to discuss the establishment of a scientific journal with Prof. Yehia Bahi El Din.	Prof. Mona Hassan	7.1	Oct Senate Mtg
2	Action 2: Prof. Mona Hassan to discuss the establishment of Quality Assurance diploma with Dr Sahar El Badawy	Prof. Mona Hassan	7.1	Oct Senate Mtg
3	Action 3: Marcom to establish a Digital Communications Committee/Working Group to review and action ideas from the Roadshow attendees, Senate members, and Student Union (SU) representatives.	Marcom	7.1	Sep Senate Mtg
4	Action 4: Marcom to develop a proposal for central and/or faculty-specific YouTube channels, including approval procedures, and content guidelines, considering legal compliance frameworks.	Marcom	7.1	Oct Senate Mtg
5	Action 5: Prof. Tarek Abbas, PVC of the Health Cluster, to establish a sub-committee to explore the “Wellness Clinic” proposals presented at the July Senate meeting.	Prof. Tarek Abbas, PVC of the Health Cluster	7.1	Sep Senate Mtg
6	ACTION 6: Dr Marwa Zein to liaise with the Chief Operating Officer regarding the implementation of legal consent statements/disclaimers for student photographs through appropriate channels.	Dr Marwa Zein and the Chief Operating Officer	10.1.1	Sep Senate Mtg
7	ACTION 7: The Chief Operating Officer to provide an update on the integration of the SRS and facial recognition system at the next Senate meeting.	The Chief Operating Officer	10.1.1	Sep Senate Mtg
8	ACTION 8: The Chief Operating Officer and Chief Communications Marketing Officer to share an update on Induction Programme in the next Senate meeting.	The Chief Operating Officer and Chief Communications Marketing Officer	12	Sep Senate Mtg

SENATE/250707_Meeting Papers		
Code	Description	Agenda No
SEN/250707/01	Senate Minutes & Actions Arising_ February 2025 (approved)	3
SEN/250707/02	Senate Elections Regulations – Updated	10.2
SEN/250707/03	Senate Terms of Reference – Updated	10.2
SEN/250707/04	UTLC May 2025 – Meeting Minutes	11.1 & 11.2

The British University in Egypt

SENATE MINUTES

Date: Monday 8th September 2025

Time: 12.00 – 2.00

Venue: Botros Ghali

	Name	Faculty/Department	
Senior Management	Prof Mohamed Loutfi	President and Vice Chancellor	✓
	Prof Yehia Bahi El Din	Deputy VC and VP for Research and Enterprise	✓
	Prof Catherine Harper	Deputy VC for the Student Journey	✓
	Prof James Gazzard	Provost and SVP for Teaching and Learning	✓
	Prof Waduda Badran	PVC Social Science Cluster	✓
	Prof Tarek Abbas	PVC Health Cluster	-
	Ms Rasha Mabrook	Chief Marketing Communications Officer	✓
	Eng Youssef Youssef	Chief Operating Officer	✓
	Ms Sherif Hosni	Chief People Officer	✓
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	✓
	Prof. 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	-
	Ms. Mariam Aboelmagd	Law	✓
	Ms. Nada Hossam	Business Administration, Economics & Political Science	✓
	Ms. Salma Mostafa	Communication and Mass Media	✓
Appointed Observers	Ms. Mirna Rafik Ibrahim Mikhail	Arts & Humanities (Department of Psychology)	-
	Dr Hanan Youssef	Communication and Mass Media	✓
	Dr Ahemd El Gamal	Dentistry	✓
	Dr May Nagy	Business Administration, Economics & Political Science	-
	Ms. Haya Khaled Saeed Mohamed	Arts & Humanities (Department of Psychology)	-

Elected Students	Aly Hussam	SU President	✓
	Youssef Foad	SU Vice President	✓
	Hania Anany	SU President (Engineering)	✓
Attendees	Ms. Tasnim Al - ahdal	Senate Secretary/Senior Education Quality Officer	✓
	Ms. Enjy Zaher	Marcom	✓
	Ms. Heba Ashraf	Marcom	✓
	Mr. Mohamed Awni	Marcom	✓

1. Chair's Welcome and Apologies

The Chair welcomed attendees to the last Senate meeting for AY 2024/25, and warmly welcomed the new Provost and Senior Vice President for Teaching and Learning, Prof James Gazzard to the meeting forum and university.

Apologies were received from: Prof Tarek Abbas (PVC Health Cluster), Dr Vladimir Geroimenko (Informatics and Computer Science), Dr Sameh Osama (Engineering), Dr May Nagy (Business Administration and Political Science), Dr Ahmed Gamal (Dentistry), Dr Rania Khalil (Arts and Humanities).

No conflicts of interest were declared.

2. Requests to Open Part B Items for Discussion

No requests were raised/noted.

3. Approval of Minutes:

The minutes of the meeting held on the 7th July 2025 were approved (SEN/250908/01)

4. Actions Arising from the previous meeting - updates:

Updates to actions arising from the meeting held on the 7th July 2025 were reviewed/updated.

Actions Arising from the Senate Mtg on 7 th July 2025				
	Action	Responsibility	Item ref	Update Due
1	Action 1: Prof. Mona Hassan to discuss the establishment of a scientific journal with Prof. Yehia Bahi El Din.	Prof. Mona Hassan	7.1	October
Update deferred to the October 2025 meeting.				
2	Action 2: Prof. Mona Hassan to discuss the establishment of Quality Assurance diploma with Dr Sahar El Badawy	Prof. Mona Hassan	7.1	October
Update deferred to the October 2025 meeting.				
3	Action 3: Marcom to establish a Digital Communications Committee/Working Group to review and action ideas from the Roadshow attendees, Senate members, and Student Union (SU) representatives.	Marcom	7.1	September

<p>Update: Completed. The Chief Communications Marketing Officer invited Ms. Enjy Zaher to share an update. It was reported that two meetings had taken place, which faculty and student representatives attended. The Chair emphasised the need to ensure that the roadshow attendees in the July Senate are invited to attend relevant Marcomm meetings to share their ideas. The Chief Communications Marketing Officer noted that the roadshow attendees were invited to the meetings.</p>				
4	<p>Action 4: Marcom to develop a proposal for central and/or faculty-specific YouTube channels, including approval procedures, and content guidelines, considering legal compliance frameworks.</p>	Marcom	7.1	September
<p>Update: Completed. Ms. Enjy Zaher reported that following discussions in the Marcomm Committee meetings, it was agreed that one central university channel will be developed to include faculty specific channels. The Chair underlined the need to ensure that the roadshow attendees in the July Senate meeting that initiated the idea for establishing university/faculty YouTube channels are involved in the process.</p>				
5	<p>Action 5: Prof. Tarek Abbas, PVC of the Health Cluster, to establish a sub-committee to explore the “Wellness Clinic” proposals presented at the July Senate meeting.</p>	Prof. Tarek Abbas, PVC of the Health Cluster	7.1	September
<p>Update: On behalf of Prof Tarek, Dr Omar El sergany reported that a sub-committee for the ‘Wellness Clinic’ has been established. Members of the sub-committee for the ‘Wellness Clinic’ include: Prof. Mohie Mazar (Dean – Pharmacy), Prof. Shadia Fahim (Dean – A&H), Prof. Fardos Rizk (Dean – Dentistry), Prof Mahs Adel (Dean – Nursing), Prof Dalia Kamel (Physiotherapy). It was reported that the ‘Wellness Clinic’ aims to focus on: Dental Care, Physiotherapy Care, Psychology Care, Child and Mother Care, Nutrition Care, Geriatrics Care, Maternity Care, Drug Awareness, Pharmacovigilance, Facial Esthetics.</p> <p>The Chair requested that the roadshow attendees at the July Senate are involved and invited to the sub-committee to discuss their ideas, particularly the ideas presented in the July Senate. The Senate Secretary highlighted that the details of the attendees from the Roadshow are outlined in the July Senate Minutes.</p> <p>ACTION 1: Prof. Tarek Abbas, PVC of the Health Cluster to encourage and invite the Roadshow attendees from the July Senate meeting to participate in and contribute to the <i>Wellness Clinic</i> Sub-Committee meetings.</p>				
6	<p>ACTION 6: Dr Marwa Zein to liaise with the Chief Operating Officer regarding the implementation of legal consent statements/disclaimers for student photographs through appropriate channels.</p>	Dr Marwa Zein and the Chief Operating Officer	10.1.1	September
<p>Update: Completed. The Chief Operating Officer reported that consent statements/disclaimers have been added for both students and staff on relevant platforms.</p>				
7	<p>ACTION 7: The Chief Operating Officer to provide an update on the integration of the SRS and facial recognition system at the next Senate meeting.</p>	The Chief Operating Officer	10.1.1	September
<p>Update: Completed. The Chief Operating Officer reported that the issue of staff not being able to view attendance on the SRS has been resolved and that the integration has been completed.</p>				
8	<p>ACTION 8: The Chief Operating Officer and Chief Communications Marketing Officer to share an update on Induction Programme in the next Senate meeting.</p>	The Chief Operating Officer and Chief Communications Marketing Officer	12	September
<p>Update: to be shared under item 8.1.</p>				

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

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

- a. The Chair observed that perceptions of the British University in Egypt remain positive both within Egypt and across the wider Middle East region. He noted that this favourable reputation is contributing positively to staff and student recruitment, as well as to broader interest in joining the University. The Chair provided an overview of the recruitment processes and reported that the numbers achieved have exceeded those of the previous year, further emphasising the impact of the University's continued strength and visibility in the region. In particular, he highlighted that the early commencement of recruitment activity has contributed significantly to meeting and surpassing student recruitment targets.
- b. The Chair further acknowledged the success of the most recent recruitment cycle across all Faculties, attributing this achievement to collective effort and effective collaboration with the Recruitment and Marcomm Teams. He also drew attention to graduate outcomes, commending the notable success of BAEPS students in securing career opportunities with the Foreign Office.

6. Updates from the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) – Professor Yehia Bahi El-Din

6.1 Results of the Institutional performance review for the British University in Egypt.

- a. The senate **received** a report/presentation from the deputy vice-chancellor and vice-president (research and enterprise) on institutional health, international reputation, and sustainability, including analysis of world and Arab university rankings indicators (reputation, teaching, research, PhD/industry income).
- b. The report **noted** data from QS analytics on 'academic reputation' and 'employer reputation' for the British University in Egypt (185 and 89 votes respectively, over five years); low stakeholder participation in surveys was identified as a key concern affecting international ranking.
- c. The report **noted** that an external reviewer completed an institutional review; the review acknowledged progress in academic reputation over three years despite economic challenges and highlighted the QAA IQR award as evidence of effective leadership.
- d. The Senate **considered** feedback and recommendations from the external review covering governance; teaching, learning, and assessment; research and innovation; employability and employer partnerships; organisational capability; student experience; alumni engagement; marketing and social media; international and local partnerships; and recruitment of international faculty and students.
- e. the chair **emphasised** the continuing importance of institutional and academic reputation for achieving university strategic objectives, underscoring the need for increased engagement of staff and alumni in QS surveys.

- f. The Senate **agreed** that members would promote opportunities for constructive feedback and participation through Senate committees, roadshows, and surveys.
- g. The Chair **requested** that the deputy vice-chancellor and vice-president (research and enterprise) include this matter in the agenda for the next Senate meeting, inviting further recommendations for enhancing institutional reputation

ACTION 2: The Deputy Vice-Chancellor and Vice-President (Research and Enterprise) to present on Institutional Ranking in the next Senate meeting.

- h. The Senate and Director of Strategy Development and University Advisor on Sustainable Development Goals **noted** appreciation to Professor Yehia for the report/presentation.
- i. The Director of Strategy Development and University Advisor on Sustainable Development Goals **noted** that an action plan is being developed to introduce a new Key Performance Indicator aimed at enhancing the University's ranking as a measure of institutional success, the implementation of measures to address data underreporting and to ensure consistency in data collection processes, and that new staff and student surveys are in preparation; feedback on these surveys was invited from Senate members.
- j. It was **reported** that the COP simulation event resulted in the production of 160 research papers, with work ongoing to publish selected outputs. The Chair **requested** the Director of Strategy Development and University Advisor on Sustainable Development Goals to liaise with the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) regarding publication of the COP simulation papers on BUE Scholar.

ACTION 3: The Director of Strategy Development and University Advisor on Sustainable Development Goals to circulate a draft of the Staff and Student Surveys to the Senate for feedback/comment.

ACTION 4: The Director of Strategy Development and University Advisor on Sustainable Development Goals to liaise with the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) on publishing the COP simulation research papers on BUE Scholar.

- k. Discussions ensued on the advantages of establishing a 'Research Unit' in the SLC to support students with publishing opportunities and clarifying the process for publishing in academic journals, staff and students publishing after participation in conferences and international mobility trips, and developing journals by clusters.
- l. The Chair also **emphasised** the importance of supporting staff in improving their knowledge and skills for optimising LinkedIn profiles, with the aim of strengthening the University's ranking and visibility. He **requested** that the Chief Communications and Marketing Officer develop guidance/sessions for staff on effective LinkedIn profile optimisation, ensuring accurate institutional affiliation is highlighted, with due consideration of their institutional affiliations to strengthen ranking.
- m. The Chair **welcomed** the initiatives and ideas discussed and requested that upcoming proposals avoid unnecessary complexity. Feedback to be provided at the next Senate meeting.

ACTION 5: The Senate to consider the ideas discussed and share their comments/feedback to improve ranking outcomes and Journal publications in the next Senate meeting.

ACTION 6: The Chief Communications and Marketing Officer to develop staff guidance/sessions on optimising their LinkedIn profiles with due consideration of their institutional affiliations to strengthen ranking.

7. Updates from the Provost, and Senior Vice-President (Teaching and Learning), Professor James Gazzard

The Provost and Senior Vice-President (Teaching and Learning), Professor James Gazzard, introduced himself to Senate. He expressed his enthusiasm for engaging with colleagues in the development of the University's vision and strategic priorities, highlighting the importance of consistency, governance, delivery, and collaborative innovation. The Senate welcomed Professor Gazzard.

8. Updates from the Vice Chancellor's Board

8.1 Induction Update:

- a. The Chief Communications and Marketing Officer **reported** on the revised Induction format, outlining Day 1 keynote addresses by senior leaders and the Students' Union President, followed by faculty-level activities; the Chief Operating Officer **updated** on logistical arrangements, and the Chair **emphasised** the importance of consistency across central and faculty delivery to support the student experience and future recruitment.

8.2 Student Life Centre (SLC):

- a. The Senate received a presentation from the Chief Operating Officer on the student portal, **noting** its integration with the Student Records System, the streamlining of student services, and planned extensions to central departments and the University website
- b. Ms. Hania Anany (SU President for Engineering) shared recommendations on student feedback from internship providers. Item added and minute captured under item 11.2

8.3 Medical Insurance:

- a. The Chief People Officer presented the University's new medical coverage, **noting** enhanced limits, the inclusion of comprehensive optical benefits, telemedicine services, x-ray and laboratory provision, and exclusive access to the One Health clinic. He reported that orientation sessions are underway, encouraged staff attendance, and invited feedback.

9. Update from the Strategy Office: To Be Presented by Dr Sarah El Khishin (Director of Strategy Development and University Advisor on Sustainable Development Goals)

9.1 COP 30

Consideration of this item was deferred to the next meeting.

10. Updates from Alumni & Advancement Office: To be Presented by Dr Amr Seda, Founding Director of Alumni & Advancement

10.1 Alumni Hall

10.2 Tracking and Monitoring Project Requests to support Functions

Consideration of this item was deferred to the next meeting

11. Updates from the Senate

11.1 Mr Ali Hussam (President of the Student Union)

- a. The Senate **received** a presentation from the SU President outlining the Union's integral role in the student experience. The presentation reported the delivery of 110 academic, awareness, cultural, entertainment, community service, sports events, and workshops during AY 2024/25, alongside ongoing initiatives and achievements.
- b. It was **noted** that in 2025 the Student Union strengthened student engagement across the University, enhancing channels of communication between students and administration, expanding collaboration with clubs and University entities, and promoting inclusivity, cultural diversity, wellbeing, and community spirit, thereby enriching the overall student experience.
- c. The Deputy Vice-Chancellor (Student Journey) expressed appreciation to the SU President and team and **emphasised** the importance of showcasing the SU's achievements through social media and the University website.
- d. The Chair **requested** that the SU website section be updated to reflect the key achievements and highlights presented by the SU President.

11.2 Hania Anany (SU President for Engineering)

- a. Ms Hania **presented** recommendations aimed at enhancing the University's reputation. She proposed that employers offering internships be invited to provide structured feedback on students, that the Students' Union work more closely with the Alumni Office to exchange feedback and data from graduating students, and that employer engagement be further strengthened.
- b. The Chair **welcomed** these proposals, highlighting their strategic importance to the University.
- c. The Deputy Vice-Chancellor (Student Journey) and the Chief Communications and Marketing Officer also acknowledged Ms Hania's contributions, commending both the timeliness and value of her recommendations, including those raised in forums beyond Senate. The chair **recommended** that Ms. Hania meet with the Deputy Vice-Chancellor (Student Journey).

11.3 Dr Mohamed Balaha (Energy and Environmental Engineering)

- a. Dr Mohamed Balaha expressed appreciation for a meeting he had outside the Senate with the Chief People Officer to discuss salary calculations and increments for both new and existing staff.
- b. Elevator Malfunction: He reported a malfunction of the newly installed faculty elevator in the faculty of EEE, highlighting the response by medical personnel, related health and safety concerns, and noting that a critical situation was narrowly avoided.
- c. The Chair underlined the seriousness of the incident and **requested** a written report from Dr Mohamed to facilitate a full investigation by the Chief Operating Officer's relevant departments, with outcomes to be reported directly to the Chair.

- d. SRS and operational continuity: Dr Mohamed **raised** concerns regarding the SRS system being managed by a single staff member, identifying potential risks to operational continuity. The Chair agreed and **noted** this will be addressed outside the meeting forum.

11.4 Dr Noha Mostafa (Engineering)

- a. Winter Uniforms: Dr Noha Mostafa **raised** concerns regarding the lack of winter-appropriate attire in the uniforms provided for office, support, and maintenance staff, emphasizing the need to ensure adequate provision. The Chair thanked Dr Mostafa and **referred** the matter to the Chief Operating Officer for implementation.

Post-Mtg Note 1: Dr Noha Mostafa followed up with the Chief Operating Officer via email on the providing winter appropriate attire and uniforms for office, support and maintenance staff.

- b. Staff pages (Website): Dr Noha **proposed** a review and enhancement of staff web pages to include links to staff members' LinkedIn profiles, publications, and research, highlighting the potential value for both staff and the University.
- c. The Chair acknowledged the importance of this initiative and **requested** the Chief Marketing and Communications Officer to explore feasible enhancements enabling staff to update their own pages.
- d. The Chief Marketing and Communications Officer **noted** that the staff pages are already configured for direct staff updates and advised that training sessions have been provided to support this process.

Post-Mtg Note 2: Dr Noha Mostafa followed up with the Chief Marketing and Communications Officer via email on updating staff pages and links on the website.

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

12. University Teaching and Learning Committee – approval updates

Noted: the following record of approval (updates) in the 2nd of September UTLC meeting for submission to the University Council:

12.1 Art & Design:

Noted: The approval of A&D bylaws by the Supreme Council. The faculty will be offering a 4-year degree programme starting from September 2025 and the faculty has received approval from MMU subject to meeting conditions which are currently being implemented.

12.2 Business Administration, Economics & Political Science

Noted: Approval via UTLC Chair's Action to change the semester of delivery of the following Political Science modules: Theories & Practices of Political Islam (25POLS11I), Art & Politics (25POLS12I), Political Ideologies (25POLS14I), Introduction to International Business – (23POLS17I), Contemporary Public Policy Making and Analysis (25POLS03I)

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/or papers are not opened for discussion, they will be taken as approved.

12.3 Energy & Environmental Engineering

Noted: LSBU approval of 4-year EEE programme. The approval is valid till 2029/30.

12.4 Engineering

Noted: LSBU approval of 4-year Engineering programme. The approval is valid till 2029/30.

Part C: Any other Business and Date of Next Meeting

13. Any Other Business

14. Date of Next Meeting

Monday 13th October 2025, 12:00-2:00, Botros Ghali (1st meeting for AY 2025/26)

SENATE/2309_Meeting Papers		
Code	Description	Agenda No
SEN/230908/01	Senate Minutes & Actions Arising_July 2025 (approved)	3

Actions Arising from SEN250707				
#	Action	Responsibility	Item Ref	Update Due
1	Action 1: Prof. Mona Hassan to discuss the establishment of a scientific journal with Prof. Yehia Bahi El Din.	Prof. Mona Hassan	7.1 (July Minutes)	October Mtg
2	Action 2: Prof. Mona Hassan to discuss the establishment of Quality Assurance diploma with Dr Sahar El Badawy	Prof. Mona Hassan	7.1 (July Minutes)	
Actions Arising from SEN250913				
1	ACTION 1: Prof. Tarek Abbas, PVC of the Health Cluster to encourage and invite the Roadshow attendees from the July Senate meeting to participate in and contribute to the <i>Wellness Clinic</i> Sub-Committee meetings.	PVC of the Health Cluster	3	October Mtg
2	ACTION 2: The Deputy Vice-Chancellor and Vice-President (Research and Enterprise) to present on Institutional Ranking in the next Senate meeting.	The DVC and VP (Research and Enterprise)	6	October Mtg
3	ACTION 3: The Director of Strategy Development and University Advisor on Sustainable Development Goals to circulate a draft of the Staff and Student Surveys to the Senate for feedback/comment.	The Director of Strategy Development and University Advisor on Sustainable Development Goals	6	October Mtg
4	ACTION 4: The Director of Strategy Development and University Advisor on Sustainable Development Goals to liaise with the Deputy Vice-Chancellor and Vice-President (Research and Enterprise) on publishing the COP simulation research papers on BUE Scholar.	The Director of Strategy Development and University Advisor on Sustainable Development Goals	6	October Mtg
5	ACTION 5: The Senate to consider the ideas discussed and share their comments/feedback to improve ranking outcomes and Journal publications in the next Senate meeting.	The Senate	6	October Mtg
6	ACTION 6: The Chief Communications and Marketing Officer to develop staff guidance/sessions on optimising their LinkedIn profiles with due consideration of their institutional affiliations to strengthen ranking.	The Chief Communications and Marketing Officer	6	October Mtg