

FINANCE, RESOURCES AND AUDIT COMMITTEE (FRAC)

The Finance, Resources, and Audit Committee (FRAC) is subsidiary to the Strategy and Governance Committee and serves in an advisory capacity to the Vice Chancellor, Administration and Finance and the Chancellor. It supports the delivery of the 'Financial Sustainability and Resources' and 'Growth, Quality, and Reputation' themes of the institutional strategy. The Finance, Resources and Audit Committee (FRAC) ensures that the University has in place policies, procedures, strategies, resources and monitoring mechanisms to support the institutional strategy, including administrative and service functions, internal controls, institutional audits, risk management, finance, procurement, human resources, information technology, business support, facilities and the broader infrastructure. In addition, it reviews enrolment and growth plans, forecasts financial data, and reviews monitoring and support mechanisms to help colleges achieve enrolment targets.

Bylaws

1. Finance, Resource and Audit Committee.docx

Reference Number: FRAC/2025 - 04
Date: Wednesday, September 24, 2025
Time: 9:30-11:00AM
To Be Chaired By: ,

Attendees				
Photo	Title	Full Name	Designation	
	Dr.	Hamad Odhabi	VCAFA (Chair)	
	Prof	Ghassan Aouad	Acting Provost (Vice-Chair)	
	Mr.	Stephen D Cunha	Director, Organizational Planning and Strategy	
	Prof.	Montasir Qasymeh	Associate Provost, Research and Academic Development	
	Dr.	Hamdi Sheibani	Dean representative, Dean of Engineering	
	Mr.	Bassam Murra	Executive Director, Marketing, Enrolment and Registration	
	Mr.	Mohammed Abdul Hai	Director, Business Support and Facilities	
	Mr.	Tarek El Araby	Group Director of IT and Digital Transformation	
	Mr.	Nabieh Hussein	Manager, Procurement	
	Mr.	Ibrahim Charles Louka	Director, Finance	
	Dr.	Chakib Farhat	Dean, Student Affairs	
	H.E	Salem Aldhaheeri	Director of Community Relations	
	Ms.	Allison Hamilton	Staff representatives	
	Ms.	Jennifer Samson	Staff representatives	
	Dr.	Galina Preobrazhenskaya	Faculty members	
	Dr.	Hatem Abushammala	Faculty members	
	Ms.	Anabella Briones	Policy and Records officer	
	Ms.	Khulud Abdallah	Office Manager	
	Ms.	Ayah Bassam Said	Student representatives	
	Mr.	Oumar Mah	Student representatives	
	Ms.	Ivy De Jesus	Committee Officer	

Agenda	
1	Agenda Item
1.1	Approval of MoM (New Business)
1.2	AP Cashiering Policy_Rev_23092025 (New Business)
	<ul style="list-style-type: none"> 10,000AED petty cash for AA campus directors' office was approved Update department names Approved by the committee
1.3	Check Signing Policy_RENEW_23092025 (New Business)
	<ul style="list-style-type: none"> Update department names Approved by the committee
1.4	Financial Information Disclosure Policy_RENEW_23092025 (New Business)
	<ul style="list-style-type: none"> Update department names Approved by the committee
1.5	Financial Policy_RENEW_23092025 (New Business)

- Update department names
- Approved by the committee

1.6 Student Refund Policy_23092025 (New Business)

- Stipulation 4.5 has been added in the policy. As students has been taking advantage of providing cheques with no fund; students who will be violating this must have to pay money upfront for the coming terms.
- Add general statements protecting the students right as well as the universities side as numbers of scammers are rising.
- Update department names
- Approved by the committee

1.7 Employee Legal Issue Policy Reviewed.AMH_15092025 (New Business)

Approved by the committee

1.8 Staff Grievance and Appeals Policy reviewed_AMH_15092025 (New Business)

- Add a point that ADU employees shall be reported internally and resolved internally before going to external parties
- Approved by the committee

1.9 Alcohol and Drug Policy_REV_23092025

- Name of the department was changed
- Aligned in the UAE law in terms of the areas where it is allowed and not allowed. Including students and employees
- To be reported to the authorities which will help raise awareness among students
- Approved by the committee

1.10 Environment Health and Safety Policy_Rev.23092025 (New Business)

- Clearly define the responsibilities of each member
- With the addition of the above Approved by the committee

1.11 Fire Safety Policy_Rev.23092025 (New Business)

Gaps & Areas for Improvement

- Consistency in Review Cycle
 - The Overview says *next review Fall 2028* (3-year+ cycle).
 - The Review section says *reviewed annually by the EHS Team*.
 - → This is inconsistent and may confuse auditors.
 - Emergency Communication
 - No mention of modern communication channels (SMS alerts, mobile apps, PA system integration). These are common in universities.
 - Accessibility & Inclusion
 - Policy notes that disabled persons must know their evacuation plan, but it could specify institutional responsibility to support creation and regular testing of Personal Emergency Evacuation Plans (PEEPs).
 - Clarity on Responsibilities
 - Roles & responsibilities section is general. Could break down specific duties for:
 - EHS Team
 - Building wardens / fire marshals
 - Department heads
 - Students
 - Training & Awareness
 - Mentions training and drills but not frequency (except drills "as per evacuation procedure"). A clearer training schedule (e.g., annual refresher for all, advanced training for wardens) would strengthen compliance.
 - Recordkeeping & Reporting
 - Mentions that records will be kept, but doesn't specify retention period, reporting chain, or use of digital systems for tracking.
 - Alignment with UAE Civil Defence
 - Could explicitly reference coordination with Abu Dhabi Civil Defence for inspections, approvals, and compliance certifications.
- Reference the other relevant policies in this policy
 - Specify the number of drills to be conducted. The university should not be lenient with drills and can be conducted during regular working hours; however, avoid the exam period such as MT and FE. As per the regulation it must be conducted twice per year.
 - Conduct 30 minutes awareness program along with the EHS students under Dr. Hatem's supervision.
- Changes to be reflected:
- Create awareness videos
 - Incident management policy
 - Frequency of the drill
 - Clarification of the cycle
 - Approved by the committee after reflecting the changes

1.12 Health Service Policy_Rev_23092025 (New Business)

Approved by the committee

1.13 Incident Management Policy_Rev.23092025 (New Business)

- Add the name of the department or suggested name Campus Safety & Incident Management Policy to the incident management policy to distinguish the DATA and SAIF's policies as these policies have two different purpose and scope.
- Remove Chairman from stipulation 4.3.4
- All missing procedural details can be included in the IM Manual . As a standard, there's no need to add them to the policy.
- Approved by the committee