

Future Focus: AI in Higher Education University Leadership Steering Committee

Online meeting

13.00 - 14.00, 23rd June 2025

Attendees:

First name	Last name	Title	University name
Khaled	Assaleh	Vice Chancellor for Academic Affairs	Ajman University
Ghassan	Aouad	Chancellor	Abu Dhabi University
Imad	Hoballah	Vice President for Institutional Advancement and External Relations, and Professor of Business Development	American University of Ras Al Khaimah
Nazih A.	Khaddaj Mallat	Vice President (Accreditation & QA)	Al Ain University
Obaya	Ahmed	Student	Ajman University
Marc	Poulin	Acting President	ADSM
James	Griffin	Vice Provost for Undergraduate Affairs and Instruction	American University of Sharjah
Narimane	Hadj-Hamou	CEO	CLICKS
Ashraf	Mahate	AAB	Studiosity
Katya	Burfitt	Regional Director	Studiosity
Udayachandrika	Mekala	Office Manager	CLICKS

Agenda:

- Update on the pilot programs for the AI in Teaching and Learning Adoption Framework and next steps
- Proposal on cross-institutional expert collaboration on the adoption of AI in Teaching and Learning
- Review of the proposed streams: Policy and Governance, Operational Efficiency, Research and Innovation, and Student Welfare
- Feedback and Ideas

Update on the pilot programs for the AI in Teaching and Learning Adoption Framework and next steps

- Katya Burfitt started the meeting by providing an overview of the Steering Committee's objectives. The importance of attending at least 75% of meetings was reinforced, as this will ensure that the outputs delivered from the Future Focus: AI in Higher Education initiative are validated by the institutions constituting the University Leadership Steering Committee.

- Dr. Narimane Hadj-Hamou provided an update on the key outcomes of the work that has been done with the Steering Committee's support. Over the past six months, the Steering Committee has contributed significantly to formalizing its terms of reference, co-developing the AI in Teaching and Learning Adoption Framework, and engaging in its piloting across participating institutions.
- The Framework was designed to support institutions in the responsible and systematic integration of AI across curricula, pedagogy, and assessment. It promotes ethical use, robust governance, and a commitment to inclusion, access, and academic integrity. Once finalized, it will be made accessible to the wider higher education community.
- It was noted that none of the institutions have submitted any best practices or implementation resources. The Steering Committee was encouraged to share [the submission links](#) with their teams.
- Prof. Ghassan Aouad suggested that the university leaders nominate appropriate stakeholders within their teams to start sharing examples and case studies to support this initiative.
- Prof. Nazih Khaddaj Mallat proposed involving regulatory bodies such as the Ministry of Education and CAA in the development and validation of the T&L Framework. Dr. Narimane Hadj-Hamou confirmed that regulators are welcome to contribute to the Future Focus initiative, however given the interest it has been receiving from outside the UAE, it would be beneficial to avoid restricting the initiative by linking it to country specific government bodies.

Proposal on cross-institutional expert collaboration on the adoption of AI in Teaching and Learning

- It was proposed that the Steering Committee launch a series of webinars to share case studies and best practices on the adoption of AI in Teaching and Learning with the wider higher education community. The webinars will focus on 9 themes that form the AI in Teaching and Learning Adoption Framework.
- The attendees were encouraged to pick the themes their institutions would like to champion. The following topics were selected:
 1. ***Reshaping Teaching and Learning Through AI*** - Abu Dhabi University
 2. ***Integrating AI in the Curriculum*** - Al Ain University
 3. ***Ethical AI Use and Academic Integrity*** - Ajman University
 4. ***Rethinking Assessment in AI-Driven Learning*** - American University of Sharjah
 5. ***Building Capacity for Instructors and Students*** - American University of Ras Al Khaimah
 6. ***Developing Robust and Inclusive Infrastructures*** - Abu Dhabi School of Management
- The university leaders were asked to discuss the above with their teams and confirm the webinar dates, speakers and agendas. Studiosity and CLICKS offered to support the university teams with the webinars' set up and promotion. It was recommended that the universities actively promote the events through their channels as well.
- The Steering Committee discussed various ideas on the format of this project:

1. Hosting a physical event, in a conference style, at one of several institutions. It was agreed that this would require a significant investment in time and effort. It would be practical to start with the online webinars first, which would also allow the initiative to open up to the wider audience.
 2. Consolidating 9 themes into fewer webinars. The attendees discussed that this could be more attractive to the audience and more manageable for the hosts.
- It was agreed that the format will be reviewed and an updated proposal will be shared with the Steering Committee.

Review of the proposed streams: Policy and Governance, Operational Efficiency, Research and Innovation, and Student Welfare

- Dr. Ashraf Mahate confirmed his leadership of the Policy and Governance stream and encouraged the universities to join the development of a framework. He reinforced the importance of looking at internal and external governance (e.g. rankings). Dr. Ashraf committed to putting together a draft overview of the framework and next steps.
- Prof. Marc Poulin provided an update on the work he has been doing in the adoption of AI in Operational Efficiency. It was agreed that he could use his latest conference presentation as the foundation for a proposal that can be shared with the wider university leadership community at the next Roundtable in October. Prof. Marc encouraged other institutions to join the stream.
- Prof. Khaled Assaleh confirmed that Ajman University would be interested in leading the development of guidelines for Research and Innovation.
- It was reinforced that each stream needs to set up their own committees and define their objectives, structure and deliverables. Key developments and outputs can be presented for endorsement to the University Leadership Steering Committee and included in the agendas for the future Roundtable discussions.

Feedback and Ideas

- The Steering Committee approved the proposal to expand the Future Focus initiative into the GCC region, in response to the interest demonstrated by institutions outside the UAE. It was agreed that CLICKS and Studiosity will determine the most effective approach for implementing these changes.
- Abu Dhabi University, Abu Dhabi School of Management, Al Ain University and American University of the Ras Al Khaimah volunteered to host upcoming events under the Future Focus initiative.