



Sharjah American
International School

2025 . 2026

GOVERNANCE BOARD P O L I C Y

Abu Dhabi branch



Effective From	AY 2024/25 (Fall term)
Compliance From	AY 2025/26 (Fall term)

VISION

Our Vision of SAIS-AUH education is to ensure that all students:

- Develop responsibility and self-direction.
- Engage as compassionate members in a global society.
- Lead by example in academics and community service.
- Model individuality and embrace cultural diversity.
- Actively seek understanding through breadth and depth of knowledge.
- Rely on critical thinking.

MISSION

The mission of SAIS-AUH school is to ensure each student achieves personal goals, develops individual purpose, and becomes college and career ready, in a culture distinguished by character, critical thinking, communication, collaboration, and creativity that promotes safety and social growth.

VALUES

S ▶ Social responsibility

A ▶ Acceptance

I ▶ Integrity

S ▶ Self-confidence

SCHOOL MOTTO

**STRONGER
TOGETHER**

DEFINITIONS

Board Member	An individual who is appointed, elected, or officially designated to sit on a board as a result of their position.
Casting Vote	The deciding vote (when all votes are equally divided).
Committee	A specialized body permanently or temporarily created by the Governing Board to support the board in the delivery of its functions. The committees' membership, terms of reference, and delegated responsibilities are defined by the Governing Board.
Conflict of Interest	A situation when an individual's financial, personal, social, or other interest(s) might be reasonably deemed to compromise their judgment, decisions, or actions in relation to their responsibilities as a member of the Governing Board.
Corporate Board	A decision-making body representing an entity, external to the school, that has partial or full ownership of a school or a network of schools in Abu Dhabi.
Governance	The structures, rules, processes, and procedures by which a school is directed, and its activities overseen. These structures, rules, processes, and procedures are designed to ensure accountability, transparency, quality, integrity, and stakeholder representation and participation (UNESCO, n.d.).
Governance Rules	A document setting out the structures by which a school is governed, including the membership and terms of reference for the school governing body, the scheme of delegation by which authority is transferred from the school governing body to committees and individuals, the membership and terms of reference of any committees, and the procedure for appointing members to the school governing body and its committees (UNESCO, n.d.).
Governing Board	The governing body of a school, appointed by the school owners, and including qualified representatives and parents. The Governing Board is the senior authority of the school, with responsibility for the overall governance of its activities.
Non-Voting Member	A member of a Governing Board or committee who is present in an advisory or informing capacity and does not have voting rights.
Parent	The person legally liable for a child or entrusted with their care, defined as the custodian of the child as per the Federal Decree Law No. (3) of 2016 Concerning Child Rights (Wadeema).
Scheme of Delegation	A reference document showing what authority the Governing Board has delegated to committees or individuals, under the powers of its own Terms of Reference (NCVO, n.d.).

DEFINITIONS

Service Term	The length of a term for an appointed or elected member of a Governing Board or committee.
Terms of Reference	The official scope and limitations of a Governing Board's or committee's activities.
Voting Member	A member of a Governing Board or committee with rights to vote on decisions.
Voting Rights	The rights accorded to a member of a Governing Board or committee to vote on decisions.
Quorum	The number of members of a Governing Board that are required to be present, represented by no less than two-thirds of the members, for the Governing Board to legally carry out its functions.

OVERVIEW

The SAIS Governance policy provides culturally responsive strategic leadership and direction to the school. It ensures that strategic decisions affecting the school are made collectively, in consultation with relevant stakeholders, in alignment with best practices, and reflect the values, morals, and customs of UAE society.

The purpose of this policy is to define the roles, structure, responsibilities, and operational guidelines for the School Governing Board, in alignment with ADEK's regulatory framework. This ensures effective oversight, accountability, and continuous improvement in the school's performance, financial integrity, and student outcomes.

PHILOSOPHY OF THE GOVERNANCE BOARD

The Board of Trustees of SAIS schools are focused on the ongoing improvement of student progress and achievement within an environment that provides inclusive education.

PHILOSOPHY OF THE GOVERNANCE BOARD

The Board believes that:

AT THE STUDENT LEVEL:

- All students have the right to learn and succeed.
- Every student, regardless of gender, social, ethnic, or language, has the right to a high-quality education that challenges the student to achieve to their fullest potential.
- A safe, nurturing environment is necessary for learning.
- The ability of children to learn is affected by social, health and economic conditions and other factors outside the classroom.
- Students respond positively to high expectations and recognition for their accomplishments.
- Early identification of students learning and behavioral difficulties should be done to contribute to students' success.
- School takes proactive measures for student success in all areas of learning.
- Students should be provided with effective opportunities to practice concepts of international mindedness and multiculturalism.

AT STAFF LEVEL:

- The diversity of the student population and staff enriches the learning experience for all students.
- A highly skilled, dedicated and well-motivated staff has a direct and powerful influence on students' lives and learning.
- Staff is exposed to training and PD opportunities and is facilitated adequately to impact the students' learning.

- The staff ensures that a safe and appropriate educational environment is provided to all students.
- Hiring of highly qualified staff takes place and further training is ensured.

AT PARENT LEVEL:

- Parents/guardians have the right and an obligation to participate in their child's schooling.
- Effective communication with all stakeholders helps build effective support for the schools.
- Parents contribute positively to school's vision and guiding statement to the maximum.

AT COMMUNITY LEVEL:

- The future of the nation and community depends on students possessing the skills to be lifelong learners and effective, contributing members of global society.
- Continuous school improvement is necessary to meet the needs of students in a changing economy and society.
- A high level of communication, trust, respect and teamwork among Board members and the school contributes to effective decision-making.
- The community provides an essential resource to the educational program.

RESPONSIBILITIES OF THE BOARD

- Introduce the school's objectives to stakeholders from the wider school community.
- Periodically review and evaluate the school's aims, aspirations, and progress.
- Regularly reflect on and update the Board's responsibilities to ensure their continued relevance and success.

- Ensure effectiveness, efficiency, and compliance with ADEK regulations and all applicable local laws.
- Respond promptly to ADEK directives, including those related to inspections and compliance.
- Holding the Principal accountable for his/her implementation of the Governance Board policies and strategic plan.
- Appoint, appraise, and, if necessary dismiss the School Principal with prior ADEK approval.
- Approving School policies and development plans and ensuring that the principal's development policies and plans support achieving the school's mission and values.
- Setting out the school's financial needs and operating budget, supervising the preparation of the school budget and approving it.
- Reviewing new school policies and changes to existing policies and approving those deemed appropriate.
- Promoting ethical values, taking into consideration adherence to the values, morals, norms and traditions of UAE society, and compliance with policies through appropriate and effective oversight. Measuring the School's success in implementing its mission and aims and ensuring corrective actions are taken if results show there, is a need.
- Investigating formal complaints against the School and taking appropriate actions in accordance with the School's complaints policy.
- Measure school performance against its stated mission and initiate corrective actions when required.
- Fulfill all legal, employment, and contractual obligations.
- Promote ethical conduct, inclusivity, sustainability, and risk governance.
- Ensure facilities meet ADEK standards.
- Appoint designated board roles (e.g., Safeguarding, Inclusion).

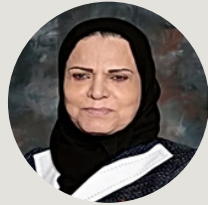
OTHER DUTIES MAY INCLUDE

- Attend and represent the Board at key events, such as UAE National Day celebrations.
- Foster community partnerships and build relationships with external stakeholders.
- Ensure proper facilities and high-quality infrastructure are provided.
- Oversee and benchmark staff performance, compensation, and working conditions.

STRUCTURE OF THE SAIS GOVERNANCE BOARD

1. Dr. Aysha Al Sayar: Group CEO, chair of the Board of Trustees.
2. Dr. Nawaf Fawaz: Group CEO
3. Mrs. Fatima Fawaz/ Group COO.
4. School Principal: Ban Al Duri.
5. Parents Representative
6. Representatives of local businesses.
7. Staff representative.
8. IT Manager
9. Student Representative

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



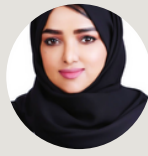
COO

**MRS. FATIMA
FAWAZ**



PRINCIPAL

**MRS. BAN
AL DURI**



PARENTS
REPRESENTATIVE

**MRS. MARYAM
ALHMOUDI**

Finance Manager



REPRESENTATIVES OF LOCAL
BUSINESSES

**MR. ABDUL MONEIM
BIN SUWAIDAN**

CEO of Bin Suwaidan
advocates & consultants



**DR. SUHA
ALBEER**

Ophthalmologist



IT MANAGER

MR. SAAD SALAMA

Head of Design,
Technology and
Innovation



TEACHER

MS. MARIAM GADALLA

English Teacher



STUDENT

MOHAMED ALI MANEA

High School Student

MEETING PROCESS POLICY

The Board is committed to effective and efficient meetings that are focused on a governance level and provide the information the board needs to be assured that all policies, plans and processes are implemented and progressed as planned. Meetings are based on the annual agenda prepared.

Quorum and Frequency

- Quorum: Minimum two-thirds of members present
- Frequency: At least once per three months, or as called by Chair or Owner

Meeting Types

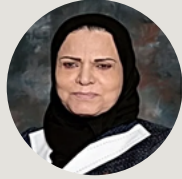
- Open Meetings: Observed by parents and staff; agenda shared in advance
- Closed Meetings: Voting members, Principal, and invitees only
- Executive Closed Meetings: Voting members only

Tenure

- Standard term: 3 years, renewable
- Owner is exempt from term limits
- Mid-term vacancies to be filled through the official appointment process

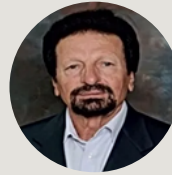
SCHOOL COMPLAINTS COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



COO

**MRS. FATIMA
FAWAZ**



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Finance Manager



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CEO of Bin Suwaidan
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**DR. SUHA
ALBEER**

Ophthalmologist



HEAD OF SCHOOL
DJAMILLA MEZIANE



IT MANAGER
MR. SAAD SALAMA



TEACHER

MS. MARIAM GADALLA



ELEMENTARY SUPERVISOR
AMIRA DAOU



BOYS' SECTION SUPERVISOR
ISLAM KHALIL



GIRLS' SECTION SUPERVISOR
NADEEN SHAYA

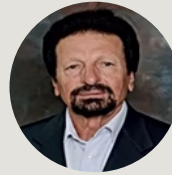
SCHOOL DEVELOPMENT COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



COO

**MRS. FATIMA
FAWAZ**



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Ophthalmologist



SAAD SALAMA
IT MANAGER



MARIAM GADALLA
TEACHER



LAYLA RAJAH
VICE PRINCIPAL



DJAMILLA MEZIANE
HEAD OF SCHOOL & ENGLISH HOD



SHARON WHITE
CURRICULUM COORDINATOR



DR. NIGHAT AAFREEN
CAREER COUNSELOR



IMAN KHALID
DIRECTOR OF WELLBEING & HEAD OF G&T PROGRAMS



MARWA ALY
INCLUSION LEAD



RAMY ABDELHAMID
MATH HOD



AYMAN KILANI
SCIENCE HOD



MAYSAA SHEHAYEB
ELECTIVES HOD



SAFAA ALSMADI
ARABIC & ISLAMIC HOD



CRYSTEL ZAKOYAN
HEAD OF ELEMENTARY



CHERYLEE DEVILLIERS
HEAD OF KG



MOHAMED ALI MANEA
High School Student



ALJAZEYA
High School Student



MANSOUR TAHA
High School Student

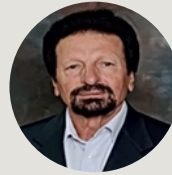
SCHOOL BEHAVIOURAL MANAGEMENT COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



COO

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MARIAM GADALLA
TEACHER



LAYLA RAJAH
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MARWA ALY
INCLUSION LEAD



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DR. NIGHT AAFREEN
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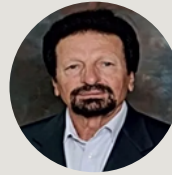
SCHOOL APPEALS COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



COO

**MRS. FATIMA
FAWAZ**



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IMAN KHALID
DIRECTOR OF WELLBEING & HEAD OF G&T PROGRAMS

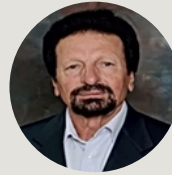
SCHOOL HEALTH AND SAFETY COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



COO

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IMAN KHALID
DIRECTOR OF WELLBEING & HEAD OF G&T PROGRAMS



MARWA ALY
INCLUSION LEAD



MOHAMED YOUSUFFDEEN
FACILITATE MANAGER



SCHOOL NURSE

SCHOOL NATIONAL IDENTITY COMMITTEE

CEO



**EXCELLENCY
DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



DR. NAWAF FAWAZ

Group CEO



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**MOZA ALZAABI
TEACHER**



**NOURA ALKERBI
TEACHER**



**MARIAM ALHOSANI
TEACHER**



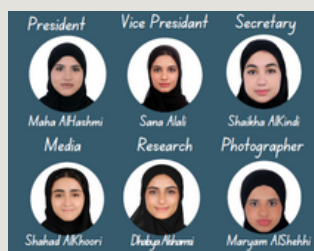
**WAFAA ALHOSANI
PARENT**



**SARA
PARENT**



**ABRAR
PARENT**



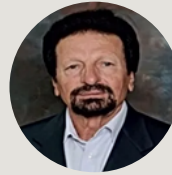
SCHOOL WELLBEING COMMITTEE

CEO



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DR. AYSHA AL SAYAR**

Group CEO, Chair of Governance Board



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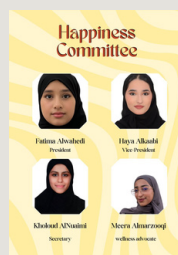
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REFERENCES

- Federal Decree Law No. (3) of 2016 Concerning Child Rights (Wadeema)
- Federal Decree Law No. (31) of 2021 Promulgating the Crimes and Penalties and its amendments
- Ministry of Education (MoE). (2022). *Code of Conduct for Education Professionals in General Education*.
- The National Council for Voluntary Organizations (NCVO). (n.d.). Delegating Decisions to Committees and Employees.
- United Nations Educational, Scientific and Cultural Organization (UNESCO). (n.d.). Concept of Governance.

Publication

2024 (September) ADEK_School_Governance Policy_v.1.1

Department of Education and Knowledge, Abu Dhabi (ADEK)

This policy applies to Private and Charter Schools in Abu Dhabi. However, any circular issued prior to this policy or issued specifically for Charter Schools thereafter supersedes the requirements of this policy.

REVIEW OF POLICY

THIS POLICY SHALL BE REVIEWED ANNUALLY OR AS REQUIRED BY REGULATORY CHANGES.