

AY2024-25

CHARTER

AFIA GOVERNING BODY

Our vision: Leading in education with Islamic values according to locally and internationally approved standards.

Saima Sameer



This Charter shall constitute the primary instrument of governance of Al Faisal International Academy and shall take precedence over all other governance policies, procedures or practices.

Governance Structure

1. Chair and Vice-Chair

The chair and vice chair serve as the dedicated stewards of AFIA's vision, mission, values, and brand. With a deep sense of commitment, they offer strategic guidance, unwavering support, and thoughtful oversight to the Senior Leadership Team, ensuring the organization's long-term success and integrity.

Names	Occupations	Designation	Signature
Ms.Raeesa Dosari	Faculty member Qatar University-	Chair	
Mr.Ahmed Abdullatif Almajdooba	CEO-AI Faisal Group	Vice Chair	

2. School Leadership Team (SLT)

The Senior Leadership Team (SLT) plays a pivotal role in providing visionary leadership, effective management, and creating a supportive environment that drives exceptional teaching and learning outcomes. Their influence is key to shaping the school's culture, promoting academic excellence, and ensuring a positive experience for students, staff, and the broader school community. Acting as the vital link between the Board of Governors and the school's operational activities, the SLT ensures that daily operations are aligned with the mission and goals set by the Board. They are responsible for overseeing and executing the school's daily functions while maintaining a focus on the school's core values, ensuring high standards in both teaching and learning.

Names	Position	Designation	Signature
Ms.Kawther Hassan Olayan	Director	member	
Ms. Saima Sameer	Deputy Director	member	
Mr.Mouard Bougerra	Deputy Head Academics	member	

The Governing body consisting of Chair, Vice-Chair and the Senior Leadership Team, have a comprehensive and influential role in guiding the overall direction, management, and success of the school. This unified governance structure ensures effective collaboration, strategic decision-making, and alignment between the school's leadership and its governing body.

Relationship of Chair and Vice-Chair with the Senior Leadership Team

- **Collaboration:** The governing body works closely with the SLT to provide strategic oversight and ensure operational alignment with the school's mission.
- **Performance Evaluation:** The governing body regularly reviews the performance of the SLT to ensure academic excellence and operational efficiency.
- **Support and Guidance:** The governing body provides mentorship and support to the SLT in implementing policies, strategic initiatives, and ensuring the well-being of the school community.

Eligibility Criteria:

A. Commitment to the School's Vision and Mission

- Demonstrated alignment with and dedication to the school's vision, mission, and values.

- Willingness to contribute time, energy, and expertise to support the school's long-term success.

B. Relevant Expertise and Experience

- **Education:** Experience in educational leadership, curriculum development, pedagogy, or school administration.
- **Finance:** Strong background in financial management, budgeting, accounting, or fundraising to support sound financial governance.
- **Legal:** Knowledge of legal frameworks, compliance, and regulatory requirements in education as per the laws of State of Qatar.
- **Human Resources:** Expertise in hiring, performance management, and staff development.
- **Strategic Planning:** Experience in strategic leadership, planning, or business development to contribute to long-term school growth.
- **Community Engagement:** Experience in community relations or partnerships that foster positive relationships with stakeholders.

C. Leadership and Governance Skills

- Proven leadership in previous roles, with experience in governance or board participation.
- Ability to contribute to strategic decision-making, critical thinking, and problem-solving.
- Understanding of governance structures, policy development, and oversight responsibilities.

D. Commitment to Diversity and Inclusion

- A commitment to promoting diversity, equity, and inclusion within the school community.
- Understanding of the unique needs of diverse student populations and the importance of creating an inclusive educational environment.

Terms and Selection Process

1. **Term Length:** Each board member serves a term of 5 years, with the possibility of reappointment for an additional term.
2. **Selection:** Board members are nominated and selected based on skills and alignment with the school's mission.
3. **Vacancies:** In the event of a vacancy, the board will seek candidates who meet the necessary criteria and are dedicated to the school's goals.

Code of Conduct and Ethics

- **Confidentiality:** Board members must maintain the confidentiality of sensitive school matters.
- **Conflict of Interest:** Members must declare any conflict of interest and recuse themselves from related discussions or decisions.
- **Integrity:** Board members must always act in the best interests of the school and its community.

Responsibilities:

The Board shall be responsible for ensuring the primary objectives are achieved which shall include, but not be limited to, the following:

1. **Principles:** Defining, periodically reviewing, embodying and promoting the guiding principles, including the vision, mission and core values of AFIA.
2. **Strategy:** Defining, periodically reviewing, ensuring the implementation by the SLT and measuring performance of the SLT against, the strategic plan.

3. **Regulatory compliance:** Knowing, understanding and ensuring AFIA's compliance to laws of the State of Qatar and regulation of MOEHE.
4. **Policies and Procedures:** Ensuring the development and implementation of significant, operational policies and procedures including, but not limited to, safeguarding, health and safety, education, staff benefits and remuneration, training, equal opportunities, non-discrimination, and admissions.
5. **Delegation:** Ensuring the proper delegation of management and operational functions to the SLT of AFIA and reliance upon their advice on those matters.
6. **Financial and Physical assets:** Ensuring sufficient policies, procedures and personnel are deployed to ensure the protection, and efficient and accurate use, of financial and physical assets including, but not limited to, ensuring the financial accounts are audited at least once every year by a reputable firm.
7. **Appointment:** Appointing, managing and terminating the employment of SLT.
8. **Advisory:** Advising, providing expert opinion and feedback to the principal on operational matters.
9. **Annual reporting:** Reporting to AFIA community, at least once per academic year by way of written reports. Such reports shall include information on the general management of and academic performance of its students.
10. **Record-keeping:** Ensuring the maintenance of proper records of the Board, but not limited to, minutes of meetings, resolutions, and the attendance register.

Meetings and Decision-Making Process

- **Frequency of Meetings:** The Governing Body will meet a minimum of [X] times per year. Special meetings may be called as necessary.
- **Quorum:** A quorum for decision-making will consist of [X] members, including at least the Chairperson or Vice-Chairperson.
- **Decision-Making:** Decisions will be made by consensus or by a majority vote when consensus cannot be reached.

Monitoring and Evaluation activities by the governing body:

Regular monitoring of the school by the governing body is essential to ensure that AFIA stays on track with its mission, goals, and performance expectations. Some of the key monitoring activities include:

1. Establish Clear Goals and Performance Indicators

- a) **Strategic Alignment:** Ensure that the school's strategic goals, mission, and vision are well-defined and aligned with the governing body's expectations.
- b) **Key Performance Indicators (KPIs):** The governing body must develop and agree on measurable KPIs across various domains (academic performance, financial health, student/staff satisfaction, enrollment growth, etc.) that will serve as benchmarks for monitoring progress.

2. Set a Regular Monitoring Schedule:

- a) **Board Meetings:** Schedule regular meetings (monthly or quarterly) to review the school's performance. These meetings should be used to discuss reports from the Senior Leadership Team (SLT) and address key areas of oversight.
- b) **Annual Reviews:** Conduct an in-depth annual review of the school's overall performance, including the progress made toward strategic goals and KPIs.
- c) **Periodic Evaluations:** Carry out periodic evaluations to monitor progress and adjust strategies if needed. These evaluations allow for timely interventions.

3. Regular Reporting from the Senior and middle Leadership Teams:

- a) **Monthly and Quarterly Reports:** The SLT /MLT should provide regular reports to the governing body that cover key aspects of the school's operations, including:
- b) **Academic Performance:** Student progress, curriculum updates, assessment results, and teacher evaluations.
- c) **Financial Health:** Budget reports, expenditures, revenue, and future financial projections.
- d) **Student and Staff Well-Being:** Reports on student behavior, attendance, staff retention, and professional development.
- e) **Compliance and Safety:** Updates on regulatory compliance, health and safety protocols, and any legal matters.

4. Conduct Regular School Visits

- a) **Scheduled Visits:** Board members should regularly visit the school to observe teaching and learning, safeguarding, facilities, student engagement, and overall culture. These visits can be conducted quarterly or semi-annually.
- b) **Unscheduled Visits:** Occasionally conduct unscheduled visits to ensure a true representation of the day-to-day environment at the school.
- c) **Feedback Collection:** During visits, gather feedback from students, teachers, and staff to get a sense of the school's morale and operational effectiveness.

5. Establish Committees for Specific Areas of Oversight

- a) **Academic Committee:** Responsible for monitoring academic performance, reviewing curriculum, and ensuring that students meet or exceed academic standards.
- b) **Finance Committee:** Oversees the school's financial performance, approves budgets, and ensures responsible use of resources.
- c) **Governance and Compliance Committee:** Ensures that the school complies with legal and regulatory standards and that hierarchy and organizational structures are functioning effectively.
- d) **Health, Safety, and Well-Being Committee:** Monitors the safety protocols, well-being programs for students and staff, and school infrastructure.

6. Hold Regular SLT Performance Evaluations

- a) **Annual Review of Leadership:** Conduct formal evaluations of the Senior Leadership Team's performance, focusing on their effectiveness in meeting the school's goals.
- b) **360-Degree Feedback:** Gather feedback from teachers, students, parents, and staff to assess the SLT's leadership effectiveness.
- c) **Action Plans:** Based on the performance evaluation, set clear goals and improvement plans for the SLT, if needed.

7. Review Data from Various Sources

- a) **Academic Data:** Regularly review standardized test results, internal assessments, graduation rates, and other metrics of student achievement.
- b) **Surveys:** Conduct annual or bi-annual surveys with parents, students, and staff to gather feedback on satisfaction, areas of concern, and suggestions for improvement.
- c) **Financial Audits:** Carry out internal and external financial audits to ensure transparency and accountability in the school's financial practices.

8. Monitor Compliance with Policies and Legal Standards

a) Regulatory Compliance: Ensure the school complies with national, regional, and local laws regarding education, health, and safety.

b) Policy Adherence: Regularly review adherence to school policies, such as admissions, inclusivity, safeguarding, and staff management.

c) Health and Safety Audits: Conduct regular health and safety audits to ensure a safe learning environment for students and staff.

9. Develop a Feedback Loop for Continuous Improvement

a) Actionable Feedback: After each review or monitoring activity, provide actionable feedback to the SLT and staff, along with recommendations for improvement.

b) Follow-Up Actions: Ensure there is a clear process for following up on recommendations, with timelines and measurable objectives for improvement.

c) Transparency: Communicate monitoring results to the wider school community (students, parents, and staff) in a transparent manner, ensuring trust and accountability.

Evaluation and Review of the Governing Body

The Governing Body will conduct regular self-assessments to evaluate its effectiveness in governance, strategic oversight, and support of the school's mission. These reviews will help identify areas for improvement and ensure continued alignment with the school's goals.

Amendments to the Charter

The Governing Body may amend this charter as necessary to reflect changes in the school's needs, goals, or legal requirements. Any amendments will be discussed and approved during a formal board meeting.

By following a structured and data-driven approach to regular monitoring, the governing body will ensure that AFIA remains accountable, effective, and aligned with its goals while fostering a culture of continuous improvement.

