

11 March 2018

Andrew Torris
Director
Universal American School
P.O. Box 79133
Dubai Festival City
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Subject: Award of CIS International Re-Accreditation with the requirement for a Special Report.

Dear Andrew,

The CIS School Support & Evaluation Services and its advisors have now completed their study of the report submitted by the January 2018 Evaluation Team and considered its recommendation with regard to your school's status within the accreditation process.

I am pleased to inform you that the Council of International Schools has decided to award re-accreditation to Universal American School with immediate effect: please note, however, that there is a follow-up Special Report required to address Special Issues that are matters in need of attention.

Warmest congratulations to you, your staff and the entire school community on achieving accredited status. In reaching its decision, CIS took into account the Evaluation Team's commendations which were based on evidence of excellent and effective alignment with the standards for CIS accreditation. In granting the award of accreditation, CIS felt that the commendations – or strengths of the school – far outweighed any areas in which the school was deficient. These include:

- the commitment to the school's guiding statements and the importance placed upon community feedback (Domain A);
- the clarity that exists between the functions of leadership and governance (Domain B);
- the significance paid to the development of digital citizenship throughout the school (Domain C);
- the analysis and use of student assessment information to inform curriculum content and delivery to support student learning. (Domain D);
- the recognition of and support for individual students in a move towards more personalized learning (Domain D);
- the school leadership's recognition of student well-being as a foundation for learning (Domain E) and
- the leadership's support for continuing professional development for all staff. (Domain F).

These strengths should be celebrated by the school community. The complete list appears in the Evaluation Team Report.

Although the Evaluation Team clearly viewed the school very positively, it also made further recommendations. The Evaluation Team recommended some areas as being in particular need of development. These include:

- conduct a review of the relevance of the current guiding statements (Domain A);
- develop a contextual definition of high quality learning which underpins all learning activities throughout the school (Domain A);
- the new owners confirm the respective roles, authority and functions of leadership and governance and develop a framework for financial management (Domain B);



- the continued development of teachers' abilities to differentiate and effectively provide challenge for all students (Domain D);
- review the implementation of procedures for emergency evacuations (Domain E) and
- continue to develop appraisal processes linked to the provision of targeted professional development for faculty, support staff and teacher assistants (Domain F).

The complete list appears in the Team Evaluation Report and the school will need to address these in the coming years. Of these recommendations, and in view of the change in ownership, CIS has decided to designate some as Special Issues in lieu of a Substantive Change which requires an early report. **A report on the progress made in addressing these issues should be submitted to CIS no later than 30th January 2019.** Once the school's responses to these issues are reviewed, CIS will conduct an on-site evaluation to verify the progress the school reports and to assess its positive impact on the school community. The costs of this visit will be charged to the school (<https://portal.cois.org/accreditation/fees>).

Special Report required:

No.	Special Issue
	As a matter of urgency, the current school owners, board and administration, in conjunction with the new owners, board and administration, clearly articulate a transition plan (Standard B4) which includes:
1.	a. reviewing, reaffirming and, if necessary, revising the school's core documents, guiding statements and strategic intent (Standard A1)
2.	b. providing board and director training for both the new owner's non-profit foundation and the school's new board (Standard B1)
3.	c. articulating the relationship between the owners, their foundation, the board and the school's administration, and clarifying their respective roles (Standard B1)
4.	d. undertaking strategic planning for the upcoming 3-5 years to ensure continuity of quality education for UAS students. (Standard B5)

It will be expected that in addition to addressing these Major Recommendations that have been identified as Special Issues, the school will begin to address other Recommendations listed in the Team Evaluation Report.

This Special Report will be required on the Planning and Reporting Platform. The school should include a narrative response and evidence such as improved outcomes for students or plans to do so, updated or modified policies, written procedures and further examples of modified practice with photographic evidence or data if appropriate.

Following the January 2019 Special Report, and the subsequent CIS verification visit, the next stage of the accreditation cycle for the school will be the submission of the Annual Accreditation Report due on 1st March, 2019. This should focus on a detailed update on the major aspects of Governance, Leadership and any Substantive Changes. Guidance on the Annual Report can be found on the CIS Portal.

You may now publish the fact that Universal American School has been re-accredited by the Council of International Schools. An official CIS leaflet entitled 'Your Child is at an Accredited School' is available for distribution in your school community if you wish. Please contact our Accreditation staff at accreditation@cois.org if this is of interest to you.

I look forward to reading the school's Special Report due in January 2019, and its response to the identified Special Issues. In the meantime, please do not hesitate to contact Christine Bayliss, the



CIS School Support & Evaluation Officer responsible for your school (chrisbayliss@cois.org), or me (raydavis@cois.org), if there is any point that is unclear or on which you need further advice.

Once again Andrew, please pass on our congratulations to everyone at UAS on achieving CIS re-accredited status.

With my best wishes,

A handwritten signature in black ink that reads "Ray Davis".

Ray Davis
Director of School Support & Evaluation
Council of International Schools (CIS)

c.c. Priscilla Feir, Middle States Association
Chris Durbin, Associate Director, CIS School Support & Evaluation
Christine Bayliss, CIS School Support & Evaluation Officer
Cecile Doyen, CIS School Services Advisor

Please note: You should have access to the Visiting Team Report to which this letter refers. If this is not the case, please contact our Accreditation Staff at accreditation@cois.org.