

**Disclaimer:**

ISD Policy is set by the Board of elected Trustees.

In accordance with Bylaws, our accrediting body associations, and ISD governance documents, policy is reviewed monthly by the Policy Committee.

Changes to policy are adopted by the full Board of Trustees.

Given the cyclical nature of review and monthly board meeting schedule, this website version of the document may not be the most up-to-date.

Sections under current review may show editing marks and non-final language.

Please contact the Board Chair or Policy Committee Chair if you have any questions.

***BOARD POLICY***  
***THE INTERNATIONAL SCHOOL OF DAKAR***

## **GUIDING STATEMENTS**

### **International School of Dakar**

Challenge ♦ Create ♦ Change

#### **Who We Are:**

ISD is a diverse community of learners that fosters creativity, open-mindedness, responsibility and excellence. As an IB World School, ISD promotes student achievement and global citizenship.

#### **What We Believe:**

A well-rounded and rigorous program of academics, arts and athletics builds a foundation for life-long learning and fulfillment. A collaborative culture enhances individual development and effective communication. Inspired teaching leads to personal accomplishment and growth. A successful learner has the courage to tackle complex problems and be of service to others. Creative opportunities encourage students to become responsible leaders and to discover their talents and passions.

Adopted: October 2014

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## THE BOARD OF TRUSTEES

### SERIES 1000

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## **1000. Legal Authority**

Refer to Bylaws, Section VIII (A)

### **1000.1 Tuition and Fees**

Refer to Bylaws, Section VIII (F)

### **1000.2 Appointments and Compensation**

Refer to Bylaws, Section VIII (D)

### **1000.3 Limitation of Authority**

Refer to Bylaws, Section VIII (B)

### **1000.4 Regulations**

Refer to Bylaws, Section VIII (E)

### **1000.5 Policy Development**

The Board shall follow the following procedure when drafting new policy or significantly altering existing policy.

1. An issue is brought forward by Board Members, the Director or other sources on any committee.
2. The Director defines the issues and suggests options.
3. The Board reviews the issue, takes positions, sets schedules, and consults with those who may be affected.
4. The Director, working with the Policy Committee ISD Board and others as required, prepares draft policy.
5. At the first reading by the full Board, the Board Members provide the Director with feedback:
  - i.a) if major changes are required it goes back to those drafting the policy for substantive changes;
  - ii.b) if the Board agrees on substance, but not on wording, it provides changes to wording.
  - iii.c) If the board agrees outright, it may vote to approve the policy at that time.
6. The Director prepares the final policy and the text is made public for comment; if required, legal counsel is sought.
7. Board adopts policy at second (or third) reading.
8. The Director implements the policy, monitors results, and reports back to the Board with suggested changes as necessary.
9. The Board responds to proposed changes.

Adopted on December 8, 2005

### **1000.6 Policy Review**

Board policies should be systematically and regularly reviewed by the Board Policy Committee.

Adopted 2010

## **1001. Membership**

Refer to Bylaws, Section II (A)



### **1001.1 Qualifications: Elected Members**

Refer to Bylaws, Section II (B)

### **1001.2 No compensation**

Refer to Bylaws, Section II (D)

### **1001.3 Election Term of Office**

Refer to Bylaws, Section III (A)

(Revised May 2002)

### **1001.4 Re-Election**

Refer to Bylaws, Section III (B)

### **1001.5 Nomination**

Refer to Bylaws, Section IV (B)

### **1001.6 Nominees to the Board**

Refer to Bylaws, Section IV

### **1001.7 Election of Members**

Refer to Bylaws, Section V

### **1001.8 Vacancies**

Refer to Bylaws, Section VI

### **1001.9 Resignation and Removal**

Any Board member who is unable to work within the guidelines established for the ISD (Articles of the Association, Bylaws and Policies) and is unable to fully support the Board in conducting its business and in representing the general interest of the school should voluntarily resign without delay.

- a. Recognizing that each situation is different, the Board Chairperson will be responsible for monitoring adherence to these guidelines and will work directly with the member to redress the situation.
- b. If the nature of the violation is sufficient to cause concern that the work of the Board or the interests and the integrity of the school are being undermined or seriously threatened, the Board Chairperson in consultation with other Board members will initiate proceedings to remove the member of the Board. The Initiation for removal proceedings requires a majority vote of Board Members.
- c. In case of a serious violation by the Board Chairperson, procedures can be initiated by any other officers of the Board and require a majority vote of the Board before being submitted to a General or Special meeting.

The members of the Association may remove any elected Board Member at any special meeting of the members or at a General Meeting. Such removal requires two thirds (2/3) vote of the members present. (Bylaws, Section VII)

Revised November 2009

### **1001.10 Employment**

An employee of the school and/or the spouse of such employee shall not be eligible to become a Member of the Board.

A Board Member's spouse may be employed by the school on a short-term, emergency basis.  
(Bylaws, Section II.C)

### **1001.11 Meeting**

Refer to Bylaws, Section VIII (G)  
(Revised May 2002)

### **1001.12 Attendance**

Board members are expected to attend at least 70% of the regularly-scheduled meetings (excluding July and August meetings) and should not be absent from more than two consecutive board meetings.

Board members should endeavor to attend school events and functions in order to be in-touch and accessible to the ISD community, so to best represent the general interest of the school.

Adopted November 2009

### **1001.13 Workload**

Board members are expected to make themselves available to participate in the various committees formed by the Board and actively participate in email and other discussions.

Adopted November 2009

## **1002. Executive Session**

Refer to Bylaws, Section VIII (H)

### **1002.1 Quorum**

Refer to Bylaws, Section VIII (I)

### **1002.2 Proxy**

Refer to Bylaws, Section VIII (J)

### **1002.3 Parliamentary Authority**

Refer to Bylaws, Section VIII (K)

### **1002.4 Minutes**

Minutes of the Board of Trustees meetings shall include those matters regularly moved, seconded and voted upon, and recommendations of the school Director.

### **1002.5 Executive Session Minutes (Revised May 2002)**

To ensure confidentiality of the Board's Executive Session Minutes, the Board Secretary will maintain two hard copies, one at school and one in a binder, and two electronic copies (one on her hard drive and one back-up copy). No hard copies of the minutes may be made other than the ones for the archives produced by the Board Secretary.

Board Members will be able to review the Executive Session minutes at each meeting to verify their accuracy.

They should neither be circulated nor kept at the school. The Executive Session meeting minutes should not be circulated electronically except in case of emergency and at the discretion of the Chair or the Secretary.

The message containing the minutes will consist of two parts:

A "top sheet" which should clearly state "Minutes of the Executive Committee Meeting of the ISD Board held on... Please only read these minutes if you are a Member of the ISD Board. If you receive these minutes in error, please return to sender."

Revised May 2011

#### **1002.6 Attendance of Executive Session (Added May 2002)**

Executive Sessions shall have in attendance: all elected Board of Trustees Director Members, the Director, and any other persons who are specifically asked to attend this session by the Board Chair. When the Chair deems fit and when the Executive Session' purpose is for evaluating the Director directly related to the Director's contract, the Director-he/she may be asked to not attend.

Adopted May 2002

#### **1003. Annual Report**

Refer to Art. Assoc. Article VIII, Section (A)

#### **1004. Officers**

Refer to Bylaws, Section VIII (C)

##### **1004.1 Chair**

Refer to Bylaws, Section IX (A).

##### **1004.2 Vice-Chair**

Refer to Bylaws, Section IX (B)

##### **1004.3 Treasurer**

Refer to Bylaws, Section IX (C)

##### **1004.4 Secretary**

Refer to Bylaws, Section IX (D)

#### **1005. Committees**

The Board shall appoint the appropriate number of standing and ad-hoc committees as needed to address specific issues, required to operate and maintain the Association and the school. Committees should report and make recommendations to the Board in a timely manner.

**1005.1** The Board may appoint an ad-hoc International Curriculum Committee composed of members of the Association. The purpose of this committee is to advise the Board and of measures to be taken to ensure that the curriculum supports the stated purpose and international character of the school.

Revised September 1990.

## **1005.2 Responsibilities**

Committees shall confer with the school Director and members of the staff on matters concerning the administration and conduct of the school.

## **1006. Non-Discrimination**

The Board of Directors declares that any discrimination on the basis of race, religion, age, sex, national origin, sexual orientation, or ancestry shall not be tolerated.

## **1007. Publications and Information**

ISD may have any number of publications in production at any time. It shall be the responsibility of the school Director to develop procedures for the development and distribution of all such printed material and publicity.

### **1007.1 Distribution by Students**

Students may be directed to take home information regarding the school and school-related agencies. All such information shall be subject to 1007 above.

## **1008. School Calendar**

The Board of Trustees shall approve the school calendar for each school year including holidays and vacation periods. In setting up the school calendar, respect should be shown to the maximum extent possible to both local and international holidays.

## **1009. Conflict of Interest and Gifts**

All gifts to the school must be reported to school Director who will report them in writing to the Board of Directors Trustees for official acceptance or rejection.

Board members are expected to try to make decisions with the best-available information in a fair manner. If a Board member recognizes a conflict of interest in a decision, he/she shall alert other board members of the conflict and recuse him/herself from both discussions and decision-making.

A conflict of interest likely exists when a Board member's family or business or the Board member him/herself will be disproportionately affected by the outcome of a board decision. A conflict of interest includes a financial interest in a decision (e.g., a member owns a company bidding on a contract, or a likely subcontractor of a company bidding on a contract).

A Board member may participate in the deliberation and vote even though his/her personal interest, as a member of the public, may also be affected by the deliberation or vote (e.g. votes on tuition increases).

Original 1010 merged with 5003 and moved to this location April 2010

## **1010. Complaints**

Parents or others who feel aggrieved on any matter connected with the school should report the problem to the teacher. If the person is not satisfied, the problem shall be referred to the Principal. If the person is not yet satisfied, the problem shall be referred to the Director. If the Director is unable to resolve the matter satisfactorily, the person making the complaint may refer the matter in writing to the Board.

Complaints shall be considered by the Board only when filed in writing, clearly specifying the grounds of the complaint and signed by the complaining party. At the Chair's discretion such complaints shall be considered in Open or in Executive Session.

The ISD Board will not respond to anonymous complaints

Adopted: May 2008

### **1010.1 Complaints Against Employees**

No complaint against an employee shall be considered by the Board unless filed in writing, clearly specifying the grounds of the complaint and signed by the complaining party. All such complaints shall be considered in Executive Session.

## **1011. Communications**

The Board of Directors Trustees recognizes the need for proper communication between and among students, parents, teachers, administration, and the Board. To assist in achieving this objective the following general procedures are recommended for all concerned parties.

### **1011.1 School Director**

The school Director is the executive officer of the school and is responsible for the organization, operation, and administration of the total school program. Therefore, s/he is the normal channel of communication between the Board and the public. Questions about school policy should be directed to the Director. Normally communications directed to the Board shall be referred to the Director for reply or action. Individual Board Members should resist the temptation to become directly involved in administration matters related to students, teachers, and administrators. Board Members' authority exists only in Board acting as a whole.

### **1011.2 Board of Trustees**

Requests for changes in school policy and appeals against decisions made by the Director may be addressed to the Board. All communications to the Board should be in writing and should be addressed to the Chair, Board of Trustees, International School Association of Dakar. Decisions about school policy shall be made only by the Board acting as a whole in a regular or special meeting.

### **1011.3 Role of Parents**

All members of the Association have the opportunity to participate in the nomination and election of Trustees for the Board. The regular meetings of the Board are open to members of the Parents Association as observers. Meetings are held on the campus on a regular basis and notified to parents via the school Newsletter (Revised September 1990).

Any parent may request that a subject be placed on the agenda of the Board meeting by submitting the request in writing to the Director's Office at least one week prior to the meeting. The Board will attempt to honor such requests as the schedule permits.

Time will be set aside at the beginning of regular Board meetings for members of the association to make a public comment. Those making public comments will be reminded of the 'ladder of problem resolution.' The Chair will decide how to follow up on public comments. He/she may a) delegate a Board member or Administrator to respond, b) ask the Secretary to draft a response

from the Board, or c) discuss the comment further in Executive Session, or d) not formally respond.

### **1012. Contingency Plan for School Closure (long -term)**

In the event that the school must close due to civil strife, natural disaster, threat to foreign residents, or some other emergency, and the administration and Board of Trustees are to be evacuated from Dakar, the following actions should be taken: (NB: The US Embassy's Administrative Officer shall have power of attorney to handle all affairs of the school during the absence of the Board of Trustees).

#### **1012.1 Communications**

1. The Director shall contact as many staff members and school families as possible, using the school's established telephone network, to notify of the school's closing.
2. Information for staff members and families should also be posted on the school's website.
3. The Director shall be responsible for keeping a file of overseas contacts for all staff members and Board Members.

#### **1012.2 Board Obligations to Staff**

1. With permanent closure, the ISD will pay the employee three months salary or salary until the end of the current school contract year, whichever is less. For teaching and administrative staff, these payments shall be in U.S. dollars; for maintenance staff (custodians, maids, gardeners, and guards), payment shall be in CFA. (Revised February 2002)
2. Should the school remain closed beyond two months, monthly salary payments will be made to all staff members until the expiration of contracts, assuming that this is financially feasible for the school.
3. Overseas recruited teaching and administrative staff shall also receive other contractual benefits (contract extension bonus, airfare, and freight costs to point of origin), assuming that this is financially feasible for the school.

#### **1012.3 Financial Responsibilities**

1. The checkbook and financial records for the school's local accounts shall be maintained by the U.S. Embassy's Administrative Officer. All checks for maintenance staff of the school shall be issued by the Administrative Officer.
2. The checkbooks and financial records for the school U.S. accounts shall be maintained by the Director. All salary and benefit checks for teaching and administrative staff shall be issued by the Director and one Board Member.
3. Any remaining petty cash, normally kept in the school's safe, shall be maintained by the Director.

Revised May 2002

#### **1012.4 Storage of Files, Materials, and Equipment**

1. If feasible duplicate student records will be provided to parents.

2. The Director should try to secure the following files for storage at the U.S. Embassy, Dakar:
  - student records- personnel files
  - land lease- inventories
  - insurance policies- accountant's financial records
  - U.S. government grant files- administrator's computer disks
3. The U.S. Embassy's Administrative Officer will determine whether these files shall remain at the U.S. Embassy or sent to the U.S. Office of Overseas Schools in Washington, D.C.
4. All school materials and equipment shall be made as secure as possible.

#### **1012.5 School Security**

1. The maintenance staff shall remain at school according to contracted hours, under supervision of the U.S. Embassy's Administrative Officer.
2. A complete set of school keys shall be turned over to the Administrative Officer.

#### **1012.6 School Re-opening**

1. The U.S. Embassy's Administrative Officer or other representative for the U.S. Embassy, Dakar, shall notify the school's Director and/or Board if post is to re-open.
2. The Director and/or Board shall be responsible for notifying all staff and families (either directly or via sponsoring organizations) of the school's re-opening.
3. In the absence of a Board of Trustees, the Administrative Officer of the U.S. Embassy may appoint a temporary board.

**N.B.:** The Administrative Officer shall have power of attorney to handle all affairs of the school during the absence of a school board.

### **1013. Safety and Security**

#### **1013.1 Weapons on Campus**

Students, teachers and parents may not bring lethal weapons onto campus. This includes firearms of any sort, knives, swords, poisons, etc. In the event that a weapon may be used as a display for a class activity, permission must be granted by the Administration to the student or teacher to bring it on campus. Bringing a lethal weapon on campus is a suspendable offense. Bringing a lethal weapon on campus with the intent to harm is grounds for expulsion.

Parents and students will also be held responsible and subject to the aforementioned actions for guests whom they invite and/or accompany onto school grounds. This policy should be considered in effect at all times and dates.

Adopted: May 2008

### **1014. School Bus**

The ISD school buses will be used only for official school business and may only be driven by a driver recognized as capable and qualified by the ISD Administration. School rules will apply to students and staff while on school bus trips; students, teachers, and driver are expected to work

to provide a safe environment for all passengers; students are expected to wear seatbelts at all times. Request for use of the school bus should be made in advance through the procedures established by the Administration.

Revised Jan 2011



# ADMINISTRATION

## SERIES 2000

**ADMINISTRATION – SERIES 2000**

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## **2000. Director**

The Board shall employ a Director who shall be the Executive Officer for the school. The term of appointment and salary shall be determined by a majority vote of the Board.

## **2001. Director's Responsibilities**

The Director shall be the executive officer of the school and shall be responsible for the organization, operation, and administration of the total school program. Within limits of established policy s/he shall make decisions involving the activities and personnel of the school. S/He shall organize the school, Principals and Teachers, and other employees into an efficient, democratic, and cooperative institution of professionally trained workers with stress on the importance of teaching and learning. Her/his major effort shall be in the field of educational leadership and supervision. While the Director shall be responsible for the safety, welfare, and general development of the children within the school, it is of equal importance that s/he stimulates the teachers to guide and direct the physical, mental, social, and emotional growth of the boys and girls in their care. The Director may delegate authority and responsibility to assistants and others at her/his discretion but, in every instance, s/he is responsible for the proper conduct of the school and its programs. S/He shall be responsible to the Board of Trustees and act under its direction for the following:

### **2001.1 Board policies**

S/He shall recommend policies to the Board, providing data which will permit the Board to evaluate the recommendations and shall be responsible for executing Board policies and decisions.

### **2001.2 Report to Board**

S/He shall report to the Board on the evaluation of the instructional program, progress of the students and the general administration of the school.

### **2001.3 Accreditation**

S/He shall supervise the Accreditation process, forming teams as needed, ensure timely submission of required documents, provide all required data and additional information to the accrediting agency, and share accreditation results and recommendations with the Board. S/He shall make recommendations to the board as warranted regarding choice of accreditation/ authorization agencies.

### **2001.4 Personnel**

S/He shall supervise all matters relating to the recruitment, appointment, assignment, classification, evaluation, transfer, promotion, or dismissal of staff members. S/He shall recommend to the Board personnel policies and proposed positions. All matters pertaining to personnel shall be referred to the Director for recommendation to the Board. All final decisions with regard to hiring shall be taken by the Director.

(Revised September 1990).

### **2001.5 Teacher Meetings**

S/He shall plan and schedule full faculty, grade level, or subject meetings essential to both administrative efficiency and the improvement of instruction.

### **2001.5 Informing Staff**

S/He shall be responsible for providing staff members with information regarding Board Policies and Regulations and Administrative Procedures, which relate to employees.

### **2001.6 Teacher Evaluation**

The Director shall supervise, either directly or through delegation, annual teacher evaluation. A written observation/evaluation will be given to the teacher and a copy will be kept in the teacher's file. There shall be a post-observation meeting with the teacher after each formal observation to discuss the observation and the report. Should the Director or Principal be concerned with a teacher's performance, he may evaluate the teacher as often as necessary to determine the teacher's performance accurately and provide a written plan for improvement that is agreed upon by both the evaluator and the teacher. Observations and the conferences have as their objective, the improvement of the teacher's performance. Should the teacher's final evaluation indicate that he or she is not performing up to ISD standards and the improvement plan agreed upon by the teacher, the employment will be terminated following the terms of the contract and relevant policy.

(Revised February 2002)

### **2001.8 Termination**

If, following additional conferences and suggestions, the teacher's performance continues to be unsatisfactory, the teacher shall be notified in writing by the Director that her/his services shall terminate at the end of the school year or on 60-day written notice, whichever occurs first.

Revised 2011

### **2001.9 Salaries**

S/He shall recommend to the Board of Trustees salaries and related benefits for professional and non-contract personnel.

### **2001.10 Student Admission**

S/He shall issue instructions for admission of students in accordance with the policies of the Board of Trustees.

### **2001.11 Instruction**

S/He shall be responsible, for oversight of all phases of the instructional program including the development of curriculum guides, adoption of text books, selection and use of instructional media and technology, and library materials, organizing an in-service program, establishing a testing program, and generally maintaining high standards of instruction.

### **2001.13 Program Adjustments**

S/He shall report to the Board regarding the instructional program and recommend such adjustments as are necessary to meet student needs.

### **2001.14 Reporting and Report Cards**

S/He shall oversee, with the Principals and teachers, a system of reports, records, and forms to be used in the school including reports to parents on the progress of their children.

### **2001.15 Suspension of Students**

Director and Principals shall have the authority to suspend students for a period of up to one week. This period may be extended with the approval of the Director. Principals are responsible for contacting the parents or guardians when a student is suspended. For each suspension a letter must be sent to the home listing the reasons for suspension, period of suspension, instructions to be followed by the student during the suspension period, and a request for parent or guardian to confer with an Administrator. While under suspension, the student shall be in custody of her/his parents, should not attend school functions, and should not be admitted onto school grounds unless for the specific purpose of meeting with school administration.

**2001.16 Supervision of Students**

S/He shall be responsible for ensuring the Principals and others responsible provide for the proper supervision of students in the school grounds from 30 minutes before school begins until the conclusion of official school-sponsored, after-school activities and field trips.

(Revised May 2002)

**2001.17 Emergency Drills**

The Administration shall ensure that the school holds regular emergency drills, at least once per trimester. During the drill, all teachers and students shall follow the proper procedures and administrators shall check the time and efficiency of the drill in order to conform to reasonable safety standards.

**2001.18 School Calendar**

S/He shall prepare the school calendar for the ensuing year(s) for the approval by the Board of Trustees. The calendar shall list both days of instruction and teacher duty days.

**2001.19 Finance and Budget**

S/He shall, in consultation with the Treasurer of the School Board, prepare and present the annual budget to the Board of Trustees. S/He shall analyze and interpret to the Board long-range needs and proposals. S/He shall supervise the activities of the business department, including the system of financial accounting and the purchase of supplies and equipment.

**2001.20 School Plant**

S/He shall analyze and submit recommendations to the Board regarding school plant needs, including new construction along with maintenance and repairs.

**2001.21 School Property**

It is the responsibility of the Director to ensure that all school facilities are clean, free of health and safety hazard, and secure; and to ensure that all school facilities are properly maintained.

To this end the Director shall establish such regulations, procedures, and monitoring systems and shall employ such means or personnel as may be necessary to discharge these responsibilities.

Under the direction of the Director and the school administrative officer, the Operations Manager is responsible for the supervision of the school maintenance staff.

(Revised April 2011)

**2001.22 Damage to Property**

S/He shall notify the Board of Trustees of any significant loss or damage to school property.

**2001.23 Violation of Rules**

S/He shall report to the Board of Trustees any willful violation of rules by any employee.

**2001.24 Report to Parents**

S/He shall direct a program for keeping the parents of the school adequately informed of school developments and problems. S/He shall work with parent organizations and other groups concerned with the welfare of the school.

**2001.25 Communication**

S/He shall be responsible for oversight and annual review of school publications, including but not limited to ISD Handbooks, Emergency plans, the ISD website.

### **2001.26 Other Duties**

The Director shall perform such other duties as set forth elsewhere in these regulations or as may be requested by the Board.

### **2001.27 Director's Absence**

Should the Director be absent from Dakar, it will be her/his responsibility to delegate authority. For minor problems related to student behavior, class organization, scheduling, curriculum, or extra-curricular activities, the Director may appoint one or more Principal to act for her/him. For minor problems related to non-professional staff, office administration, operations and maintenance, or purchasing, the Office Manager shall act for the Director.

For more serious problems related to professional personnel, business and finance, parental concerns, or matters of an emergency nature, the Director shall ask one or more Board Members to take responsibility.

In case of emergency, the Chair of the Board of Trustees or his/her designee shall appoint an acting director.

### **2001.28 Emergency School Closing**

The Director shall have the authority to close the school in the case of an emergency. Before making such a decision, he/she is expected to contact appropriate Board and/or US Embassy officials as circumstances permit. "Force Majeure" procedures apply during an extreme emergency situation when the Board decides to close the school for an extended number of weeks or months.

## **2002. Administrative Contract Year**

Administrators shall be recruited as twelve month employees; the administrative contract year is August 1 to July 31. Administrators shall be on duty during school vacations unless authorized by the Board to be absent. School vacation periods are those periods of time other than official holidays, regular school or summer school. The Board may approve a request to be absent during these periods if such absence does not adversely affect the efficient operation of the school. Such absence shall be debited to the administrator's leave as defined in Paragraph 2002.1 below.

### **2002.1 Director's Leave**

The Director shall earn annual leave at the rate of thirty (30) working days per year of employment. Annual leave may be taken in units of days and half days.

### **2002.2 Director's Hours**

The Director shall be on duty eight (8) hours a day. Administrators are expected to be on duty from 8 a.m. to 4 p.m. and to devote such other time as necessary to fulfill their responsibilities. The Board may change these hours as needed and may adjust the schedule during the summer or other periods when school is not in session.

### **2002.3 Termination by Director**

The Director may resign by giving no fewer than one hundred eighty (180) days advance written notice to the Board. Such termination shall not affect the Director's right to receive repatriation airfare and shipping allowance for household effects.

## **2003. Evaluation of the Director**

The Board shall evaluate the Director's performance annually according to a process agreed in advance by the Board and the Director. The Board shall provide a written evaluation to the Director before the end of each school year. A mid-term review may also be conducted. The Director may respond to the evaluation in writing.

## **2100. Principals**

### **2101. Responsibilities**

The Principals shall lead divisions of the school as assigned by the Director, and shall be responsible for scheduling, informing, resourcing, and guiding the conversation regarding teaching, learning and educational practices of his/her division. S/He shall organize his/her division, Teachers, TAs and other employees into an efficient, democratic, and cooperative institution of professionally trained workers with stress on the importance of teaching and learning. In coordination with Director and Curriculum Coordinator, he/she will work to develop a coherent, meaningful, engaging curriculum. To this end, Principals should remain current in educational practices and provide intellectual leadership for his/her division.

Principals have primary responsibility for student discipline in his/her division, as well as developing a sense of community among teachers and students. It is the Principals' duty to inform the Director of issues in his/her division that may require the Director's attention.

#### **2101.1 Report to Board**

S/He shall report to the Board at their appointed meeting time on the instructional programs, student progress, and major developments in his/her division.

#### **2101.2 Supervision of Teaching Assistants**

S/He shall maintain a system of evaluating Teaching Assistants in his/her division. All matters pertaining to personnel and staffing decisions shall be referred to the Director. All final decisions with regard to hiring, termination, or transfer shall be taken by the Director.

#### **2101.3 Teacher Meetings**

S/He shall plan and schedule regular divisional, grade level, or subject meetings essential to the improvement of academic instruction, student welfare, and administrative efficiency.

#### **2101.4 Substitutes**

Along with administrative staff, s/he shall maintain a list of approved substitute teachers. Principals will arrange for substitutes to be called for teachers failing to report at the beginning of the school day. Principals should maintain an evaluation procedure for substitute teachers, ensuring ISD uses only quality substitutes.

#### **2101.5 Teacher Evaluation**

The Principals will observe and evaluate each teacher in his/her division at least once a year. With the Director, Principals will ensure that all teachers, in the first year of employment with ISD, will be observed by December 15. Teachers employed for more than one year at ISD, will be observed and evaluated once a year. A written observation/ evaluation will be given to the teacher and a copy will be kept in the teacher's file. There shall be a post-observation meeting with the teacher after each formal observation to discuss the observation and the report. Observations and the conference have as their objective, the improvement of the teacher's performance. Should the Principal be concerned with a teacher's performance, s/he may evaluate the teacher as often as necessary to determine the teacher's performance accurately and provide a written plan for improvement that is agreed upon by both the evaluator and the teacher.

(Revised February 2002)

### **2101.6 Student Admission**

S/He shall work with the Admissions Committee to review student files regarding admission of students in accordance with the policies of the Board of Trustees.

### **2101.7 Student Grade Level Assignment**

S/He shall be responsible for the grade level assignment, promotion, and graduation of students in consultation with the teachers.

### **2101.8 Instruction**

S/He shall be responsible, in consultation with the Director and other members of the teaching staff, for phases of the instructional program including the development of curriculum, adoption of text books, selection and use of instructional media and technology, and library materials, organizing professional development program, establishing and/or maintaining a testing program, and generally maintaining high standards of instruction.

### **2101.9 Program Adjustments**

S/He shall report to the Director regarding the instructional program and recommend such adjustments as are necessary to meet student needs.

### **2101.10 Guidance**

S/He shall be responsible for developing in staff an awareness of the need for student guidance and for supervising and/or instituting effective guidance procedures in the school.

### **2101.11 Reporting and Report Cards**

S/He shall establish and execute with the Technology Coordinator, Curriculum Coordinator, and Director a system of reports, records, and forms to be used in the school including reports to parents on the progress of their children.

### **2005.12 Supervision of Students**

S/He shall be responsible for the proper supervision of students in the school building and on the school yard from 30 minutes before school begins until the conclusion of official school-sponsored, after-school activities and field trips.

(Revised May 2002)

### **2101.13 Student Behavior**

S/He shall be responsible for enforcing ISD expectations for student behavior. Students are subject to ISD rules and regulations on their way to and from school, in school buildings or on playgrounds, and on field trips. S/He shall refer to the Director such cases that require action beyond the authority of the Principal.

### **2101.14 Suspension of Students**

Principals shall have the authority to suspend students for a period of up to one week. This period may be extended with the approval of the Director. The Principals are responsible for contacting the parents or guardians when a student is suspended. For each suspension, a letter must be sent to the home listing the reasons for suspension, period of suspension, instructions to be followed by the student during the suspension period, and a request for parent or guardian to confer with the Principal. While under suspension, the student shall be in custody of her/his parents, should not attend school functions, and should not be admitted onto school grounds unless for the specific purpose of meeting with school administration.

### **2101.15 Emergency Drills**

In communication with the Director, Principals shall ensure that the school holds regular emergency drills, at least once per trimester. During the drill, all teachers and students shall follow the proper procedures and administrators shall check the time and efficiency of the drill in order to conform to reasonable safety standards.



### **2101.16 Budget**

Principals shall, in consultation with the Director, prepare and administer an annual divisional budget, covering field trips, textbook and materials purchase, and a small discretionary budget.

### **2101.17 Inventory Responsibility**

S/He shall, along with the Operations Manager, establish and maintain a system of inventory of instructional supplies and equipment of particular value to ensure that all items are accounted for at the beginning and at the end of the school year. Such inventory shall include audio-visual equipment, science equipment, computers, and a general accounting of instructional materials, books, and other items falling into this category.

### **2101.18 Grounds Maintenance**

Principal shall, with teachers, develop guidelines for maintaining a clean, safe environment in his/her division of the school, including but not limited to clean up routines following breaks and lunch.

### **2101.19 Damage to Property**

S/He shall notify the Director of loss or damage to school property.

### **2101.20 Violation of Rules**

S/He shall report to the Director any willful violation of rules by any employee.

### **2101.21 Report to Parents**

S/He shall direct a program for keeping the parents of the school adequately informed of divisional developments, events, and/or problems.

### **2101.22 Parent Organization**

Principals shall work with parent organizations and other groups concerned with the welfare of the school.

### **2101.23 Other Duties**

The Principals shall perform such other duties as set forth elsewhere in these regulations or as may be requested by the Director.

### **2101.24 Principal's Absence**

Should the Principal be absent from Dakar, it will be her/his responsibility to delegate authority. For minor problems related to student behavior, class organization, scheduling, curricular, or extra-curricular activities, the Principal may appoint one or more teachers to act for her/him. For minor problems related to non-professional staff, office administration, operations and maintenance, or purchasing, the Director can make decisions for the Principal. It is expected that, in such occasions, Principals be available via electronic communication to the extent practical and possible.

## **2102. Administrative Contract Year**

Administrators shall be recruited as twelve month employees; the administrative contract year is August 1 to July 31. It is expected that, during school holidays, Principals be available via electronic communication to the extent practical and possible. School vacation periods are those periods of time other than official holidays or regular school.

### **2102.1 Principal's Hours**

Principals shall be on duty eight (8) hours a day. Administrators are expected to be on duty from 8 a.m. to 4 p.m. and to devote such other time as necessary to fulfill their responsibilities. The

Board may change these hours as needed and may adjust the schedule during the summer or other periods when school is not in session.

**2103. Evaluation of the Principal**

The Director shall evaluate the Principal's performance annually according to a process agreed in advance. The Director shall provide a written evaluation to the Principal before the end of each school year. The Principal may respond to the evaluation in writing.

PROFESSIONAL STAFF

SERIES 3000

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### **3000. Selection**

Professional staff members are employed solely on the basis of merit. Applicants are judged on evidence of professional and personal qualifications, including educational background and experience. Confidential information is obtained from personal interviews, written recommendations, and placement office records. Professional personnel are selected from among qualified applicants in the international community of Senegal or from abroad.

Teachers thus selected are categorized as Locally Hired or Overseas Hired, respectively. Proposed Overseas Hired personnel shall be interviewed by the Director on his/her recruitment trip or in any appropriate manner.

The Director may hire teachers locally as well as from abroad. "Local Hires" are those teachers who are residing in Dakar at the time of engagement, or those spouses of individuals who have been recruited abroad by another organization or agency.

"Overseas hired teachers" are those who have been engaged from abroad for the specific purpose of teaching at the International School of Dakar.

(Revised May 2002)

### **3001. Professional Staff Benefits**

#### **3000.1 Definition of 'Dependent'**

- a. To qualify as a teacher's 'dependent' an individual must fall into one of the following categories:
  - i. A legally recognized partner. Proof of relationship recognition from home of record must be documented and provided to ISD. ISD's ability to gain visas for non working partners is limited by Senegalese law.
  - ii. A child of the employee, who is either under the age of 18 or a full time student in high school.
  - iii. A legal ward of the employee who is either under the age of 18 or a full time student in high school. Guardianship must be documented and documentation provided to ISD.

(New 2012)

#### **3001.2 Benefits for Full-Time Local Hire (LH) Teachers**

Full-time locally-hired teachers shall receive the following personnel benefits, in addition to their regular salaries:

"For Locally Hired Teachers whose Home of Record is **not** North America, Health insurance including wellness and vision by an internationally recognized insurance company will be provided by the school--w/o coverage in N. America--for the employee and his/her children, including medical evacuation coverage. For approved Professional Development activities that take the teacher to North America, ISD will purchase one-time Traveler's Insurance for the duration of the Professional Development activity, only."

(Revised Feb 2012)

2. Payment of that part of school fees for legal dependents, which are not, or have never been, paid by the sponsoring organization or agency of the spouse. To receive this benefit, children must be enrolled on a full-time annual basis.

3. Professional Development Allowance:  
(see 3010 below)

4. Workers' Compensation will also be provided.

(Added January 12, 2006)

### **3001.3 Benefits for Overseas Hired (OSH) Teachers**

Overseas Hired teachers shall receive the following personnel benefits, in addition to their regular salaries:

1. "For Overseas Hired Teachers whose Home of Record is in North America World Wide Health insurance including wellness and vision by an internationally recognized insurance company will be provided by the school, for the employee and his/her children, including medical evacuation coverage."

"For Overseas Hired Teachers whose Home of Record is **not** North America, Health insurance including wellness and vision by an internationally recognized insurance company will be provided by the school--w/o coverage in N. America--for the employee and his/her children, including medical evacuation coverage. For approved Professional Development activities that take the teacher to North America, ISD will purchase one-time Traveler's Insurance for the duration of the Professional Development activity, only."

(Updated Feb 2012)

2. Payment of that part of school fees for legal dependents, which are not, paid by the sponsoring organization or agency of the spouse. To receive this benefit, children must be enrolled on a full-time basis at ISD.

(Revised February 2002)

3. Professional Development Allowance:

(See 3010 below)

4. Housing allowance

5. Utilities allowance

6. Round-trip economy class airfare from the teacher's point of origin (as designated and defined in the employment contract)

7. Freight allowance at the beginning of the initial contract and at the end of the final contract (as designated and defined in the employment contract).

8. Contract Extension Bonus

Overseas Hired Teachers will receive a contract extension bonus if he/she agrees to extend his/her contract beyond the initial two years. Bonuses will be paid as follows:

- US\$1500 for the initial one-year extension (year 3 at ISD);
- US\$2500 for extension for a second year (year 4 at ISD);
- US\$1000 for extension for a third year (year 5 at ISD);

The bonus will be paid in the final paycheck of each year of extension.

(Revised 2013)

9. Workers' Compensation will also be provided.

(Added January 12, 2006)

### **3001.4 Locally-Hired Employee Length of Service Award**

Foreign local hire employees who serve between five (5) and nine (9) years at ISD will receive, at the end of their service, a bonus of 10% of the average annual salary from the last two (2) years worked. Those foreign local hire employees who serve ten (10) or more years will receive a bonus of 15% of the average salary from the last two (2) years worked.

(Adopted May 15, 2003)

### **3002. Health Requirements**

The employee and each authorized dependent planning to reside in Senegal with the employee shall be examined by a licensed medical doctor and shall be required to submit a statement by the doctor verifying that the person is in good health. This medical statement shall be sent to the Director within 45 days of the signing of the contract. Potential employees are obliged to inform the Director in writing of any existing medical condition that could prevent full discharge of required duties in Dakar.

### **3003. Teaching Credential**

Each professional employee should possess a teaching credential valid in the United States or their country of origin.

1. Specialized training and/or credentials may be accepted for teachers in specialized curriculum areas.
2. An exception may be granted for teachers needed to fill an emergency vacancy.

#### **3003.1 Credential Equivalent**

The requirement of a teaching credential may be fulfilled by any of the following:

1. Written evidence that the teacher qualifies for a teaching credential in their country of origin.
2. Equivalence of a teaching credential as determined by the Director based upon a Bachelor's Degree, two years teaching experience, and recommendations regarding quality of teaching performance.
3. Equivalence of a teaching credential as determined by the Director based upon evidence of experience and of comparable certification.

### **3004. Teacher Contract**

Acceptance of the contract signifies the teacher's willingness to comply with all rules and regulations of the Board of Trustees, including but not limited to:

1. Hours of service as required by the assignment.
2. Acceptance of related activities and duties in addition to classroom teaching.
3. Any necessary adjustments in length of school day or modification of school schedule which may be required by the educational program or changing conditions of the community.
4. Participation in programs designed for professional improvement.

### **3005. Personnel File**

Each professional employee shall have on file in the Director's office a copy of:

1. Confidential personnel records.
2. College transcripts including degrees received.
3. Teaching certificate or credentials.

Additional information relating to evaluation of professional services or the activities of an employee in the community may be placed in the file.



Any professional employee may examine her/his own file upon request. Confidential information submitted by college and university placement offices, employment agencies and individuals relative to the employee's previous experience and training shall not be made available to the employee.

Upon termination of employment, the employee may request and have returned to him/her college transcripts, teaching certificate, or credentials. Confidential papers shall not be given to the employee nor shall they be sent on to a prospective employer.

### **3006. Assignment of Teachers**

The assignment and reassignment of teachers shall be made in accordance with the needs of the school. Consideration shall be given as far as possible to the teacher's qualifications, background, and preference in subject areas and grade levels.

Teachers or aides will not be assigned to a classroom where his/her child is a student, as long as placement and staffing permit. The Director is responsible for continuously identifying and making recommendations for staffing needs to the Board of Trustees.

(Revised Feb 2012).

### **3007. Salaries of Professional Employees**

Salaries and any other benefits shall be paid in accordance with schedules adopted by the Board of Trustees. (Revised February 2012)

### **3008. Salary Schedule Placement**

Each teacher is responsible for having on file in the Director's office copies of items noted in policy 3005. Guidelines for determining placement on the salary scale are available in the school office. In addition, teachers are required to file written notification for upgrading.

### **3009. Salary Payments**

Salary payments to full-time professional staff shall be made by U.S. dollar check or wire transfer. The employee will be paid on a twelve (12) month basis. The employee shall receive his/her salary in U.S. dollars not later than the last regular working day of the month in which employment begins and in accordance with procedures established by the employer.

Salary payments to part-time professional staff shall be made by U.S. dollar check issued to the staff member, proportionately, according to their placement on the salary schedule or at an hourly rate to be determined by the Board. Salary proration for staff working less than a full year shall be made on a daily basis and in relation to the number of teaching days in the school calendar.

(Revised May 2002)

### **3010. Professional Development Allowance**

Full time teachers are entitled to \$1,000 (USD) each year for use towards professional development activities approved by the Director. This allowance may be accumulated over the course of two years providing a maximum allowance of \$2,000. Teachers who wish to remain employed by ISD are expected to use this allowance and engage in Director approved Professional Development at least every two years. This allowance, if not used, will be forfeited six months before the expiration of a teacher's final contract. Administrative, Office and Finance Staff are entitled as a group to \$2500 (USD) per year to be applied for through the Business Manager.

(Revised: Dec. 2012)

#### **3010.2 Field Trip Preparation Leave**

The Director may approve official leave of absence pay, for the employee to attend school-related professional seminars and meetings,-Faculty Handbook under Field Trips

### **3011. School Calendar Teaching Year**

The official school year calendar is approved by the Board of Trustees. The employee shall be required to work a minimum of 180 teaching days and a maximum of 190 total days under the terms of this contract. The Director shall designate those days which are professional staff working days. All professional personnel are required to be present for their assigned duties on these days, except as excused under policies governing absences.

(Revised February 2002)

### **3012. Teacher Day**

The work day for all full-time teachers shall be scheduled from 8 a.m. to 4 p.m. In addition to classroom teaching responsibilities, assignments shall include related duties designated by the Director.

Adjustments in required hours of service may be made by the Director according to the needs of the school. This may include involvement with extra-curricular activities or attendance at meetings and workshops as determined necessary for the school operation or professional growth. It may also include adjustment of normal working hours during periods when school is not in session, or during periods of unforeseen circumstances.

(Revised May 2002)

### **3013. General Responsibilities of Teacher**

As professional staff members of an educational institution, teachers are responsible for the maintenance and development of the larger school enterprise as well as the management of the individually assigned duties. While each teacher retains a degree of professional autonomy in the performance of his/her classroom assignments, it is necessary to require compliance with certain institutional policies in order to enhance the effectiveness of the educational program.

#### **3013.1 Classroom Management**

Teachers are responsible for the creation of classroom environment conducive to learning, maintenance of discipline through firm and friendly control appropriate to a learning environment, and for the presentation of instruction by methods which encourage learning and positive personal growth in students.

#### **3013.2 Course of Study**

As course of study outlines and appropriate text materials are developed and approved within the context of the broader educational program of the school, teachers are expected to use and follow these guides in the preparation of their written lesson plans.

#### **3013.3 Teacher Meetings**

Teachers shall attend faculty meetings, grade level or department meetings and workshops as scheduled by the Director.

#### **3013.4 Professional Improvement**

Professional staff members shall be responsible for continuously seeking ways to improve the effectiveness of the instructional program.

#### **3013.5 Safety Education**

Professional staff members shall be responsible for instruction of students in safety and accident prevention. Students shall be informed to use pedestrian walkways, to use care at the time of bus and car arrivals and departures, and to heed such other rules as may issued by the Director. They shall also be responsible for reporting to the Director any condition in the building or on the school grounds which is a safety or health hazard.

### **3013.6 Emergency Drills**

During the first week of school, each teacher is responsible for the organization of his/her class or classes to meet evacuation regulations. Evacuation directions shall be distributed by the Director and the teacher shall conduct such drills accordingly. These are of the type for fire or bomb threats but are not limited to these types of drills. Evacuation instructions shall be posted above the exit door in each classroom. Instructions for Lockdowns and shelter in place will be provided separately.

(Revised Dec. 2012)

When students are assembled in large meeting areas, all exits must be unlocked. All teachers shall familiarize themselves with the location of the fire extinguishers near their assigned rooms.

### **3013.7 Accidents**

All accidents in which injury occurs, or may have occurred, should be reported immediately to the Director and to the school nurse if there is one. In cases where injury or illness is or may be presumed to be serious, the parents shall be informed. Parents shall be informed of all head injuries.

### **3013.8 Yard and Playground Supervision**

Teachers shall supervise the conduct of students in their classrooms and their activities on the school grounds during intermissions and before and after school.

### **3013.9 Student Discipline**

Teachers shall at all times deal with infractions of regulations in a fair, objective, and mature manner. Abusive or demeaning language shall be regarded as unprofessional and corporal punishment is prohibited. In all cases where the teacher is unable to effect an immediate remedy to an infraction of regulations within the limits of school policy, the situation shall be fully reported to the Director as per the ISD Faculty Handbook or the ISD Parent Student Handbook.

(Revised Dec. 2012)

### **3013.10 Loss or Damage to School Property**

Teachers are responsible for the students' general care of school property, materials, furniture, and equipment. Loss of or damage to school property shall be reported to the Director as soon as the problem is discovered. Classroom furniture and all equipment, as well as all types of instructional materials, are capital items, and teachers are held responsible for supervising their use and storage so as to insure against damage and loss.

### **3013.11 Student Records**

Teachers are responsible for maintaining records of students' progress, achievement, attendance, and such other records as may be required by the Director.

Information in a student's confidential file may be given only to the parent or guardian or a person designated by such parent or guardian in writing.

### **3013.12 Reporting Student Progress**

The International School of Dakar is similar to most schools in the manner and means of reporting student progress to parents. Progress reports, letters to parents, and report cards are employed as reporting devices. In addition, regularly scheduled parent conferences are held with the parents of all children and shall be used for reporting at all grade levels when judged necessary by either parent or teachers.

Copies of report cards may be obtained from the Director's office.

Student report cards shall be distributed at regular times during the year, as designated by the Director.

### **3014. Tutoring**

The employee may not charge a fee for tutoring students. Tutoring for pay should not take place on campus.

(Revised May 2002)

### **3015. Use of Free Materials**

The school shall not be used as an agency for the distribution of advertising materials per se. No materials of any kind from sources outside the school may be distributed to students or on the school grounds without prior approval of the Director. Materials of a sectarian or political nature shall not be accepted, used, or distributed in the schools. Free teaching materials may be accepted and used in the classroom, however, subject to the following conditions: Prior to acceptance and use, the materials shall be reviewed and evaluated as to their instructional validity in the context intended by the teacher and to insure that the commercial nature of the material is not objectionable for the classroom use.

### **3016. School Publication**

Propriety of copy and illustrations appearing in school publications shall be the responsibility of the teacher advisor.

### **3017. Teacher Transfers**

Teacher requests for transfer of assignment may be submitted to the Director. Transfer requests shall be honored to the extent that a teacher is qualified for the requested position, vacancies are available in the position, and the best interests of the school will be served by such a transfer. There is, however, no assurance that requests can be granted.

### **3018. Teacher Evaluation**

All teachers are subject to professional evaluation by the Director or his/her designated school administrator. The evaluator shall discuss the evaluation procedure and the evaluation form with the entire faculty at the beginning of the school year. A short conference shall be scheduled with each teacher to review the criteria for the evaluation of professional services and to establish specific objectives for the teacher for the school year. Teachers shall be encouraged to use the evaluation form for self-evaluation.

The Director or his/her designated school administrator shall visit each classroom early in the school year in order to identify teachers in need of assistance. The Director or designated school administrator will observe and evaluate each teacher at least once every two years. All teachers, in the first year of employment with ISD, will be observed by December 15. Teachers employed for more than one year at ISD, will be observed and evaluated at least once every two years. Such visitations will be followed by evaluation conferences as necessary, with the objective of discussing specific suggests for improving the learning situation in the classroom.

In cases where the teacher's performance is judged to need specific improvement, the Director or his/her designated school administrator shall so indicate on the evaluation form and to the school Board. The form shall be signed by the teacher and the Director, or his/her designated school administrator. One copy of the evaluation shall be placed in the teacher's file as a written record of evaluation and one copy shall be given to the teacher.

(Revised February 2006)

### **3019. Contract Renewal**

Teachers shall be notified concerning renewal of employment contracts by mid January, based upon consideration of the time necessary:

1. To complete teacher observations and evaluations;
2. To develop enrollment predictions and determine staff needs;

(Revised: Dec. 2012)

### **3019.1 Assurance of Contract**

In order to provide written assurance of employment status prior to completion of contracts for the following school year, the Director may use an Assurance of Contract Form to inform teachers of the school's intention to employ. This form provides for the signature of the Director and the teacher, and shall be considered as an agreement equally binding upon the school and the employee. These forms will be completed by mid January for a majority of the faculty. In cases where the Director has insufficient evidence at that time to warrant issuing an assurance of employment, the teacher shall be notified.

(Revised February 2002)

### **3019.2 Contingency Contracts**

Each year the school may issue a limited number of assurances for teaching contracts "contingent upon enrollment." Such "Contingency Contracts" at various grade levels and/or subject areas are necessary due to the impossibility of predicting student enrollment and tuition income for the coming year. Teachers hired under contingency contracts shall meet all qualifications established for other contract categories, and shall be placed on the salary scale on the same basis as others of the professional staff. Contingency contracts are subject to fluctuating staff needs, however, and may be terminated at any time during the school year with two (2) weeks notice.

### **3020. Contract Termination**

Acceptance of a contract is a legal and ethical commitment to complete its full term. However, extenuating circumstances presented in a written request to the Director at least 60 days in advance of the last work day may be deemed sufficient justification for releasing a teacher prior to the contract termination date.

Professional contract obligations are of critical importance to the continuity of instruction, and unprofessional conduct in this regard may be grounds for invoking legal and professional sanctions.

In cases where a teacher's professional performance is judged unsatisfactory despite attempts to bring about improvement, the Director shall recommend to the Board that his or her contract be terminated. Notice of such termination, may be given by the Board to the teacher with 60 days notice.

#### **3020.1 Breaking Contract**

Teachers who leave employment at ISD before the date specified by their contract may forfeit all or some of the following benefits: salary beyond the date of departure, repatriation expenses (airfare, shipping allowance, etc.), and re-signing bonus. In the case of compelling reasons beyond the teacher's control, or a medical condition (documented in writing by a physician whom the school can contact) that makes fulfilling contractual duties impossible, the above sanctions may be waived at the Director's discretion in consultation with the Board of Trustees. The above sanctions may also be applied to teachers who re-sign and then renege on their commitment to remain at ISD. In addition to the above, ISD will notify the recruiting agency through which the school hired the teacher of his/her choice to break contract.

Adopted: May 2008

### **3021. Teacher Dismissal**

It is an explicit term of employment contracts that "Failure to follow a legitimate directive of the Board of Directors or the administration, immorality, or conviction for a serious crime, or imprisonment for any reason may be grounds for dismissal." In such cases, the Board may act to terminate the employee's contract at any appropriate time during the tenure of that contract, and the employee shall suffer forfeiture of all benefits and allowances not already accrued under the contract.

### **3022. Substitutes**

The Director shall maintain a list of approved substitute teachers. Long-term substitutes (more than 10 consecutive working days) shall fulfill all regulations regarding health as required of regular teachers. A substitute teacher shall be employed for a minimum of two hours. A daily rate is set each year and is paid to the substitute teacher substituting for five periods or more per day. If the substituting period is less than five periods a day, the rate will be prorated accordingly. In an emergency, the Director may appoint another staff member to serve as a substitute.

(Revised December 2012)

### **3023. Teacher Responsibility**

A teacher who may be absent because of personal illness or other emergency shall call the Director or his/her authorized designee and request a substitute according to the established guidelines in the Faculty Handbook

(Revised December 2012)

### **3024. Holidays**

Personnel shall be entitled to holidays as established annually by the Board of Trustees, and recorded on the annual school calendar.

#### **3024.2. Vacation Leave**

Vacation may only be taken on dates when school is not in session.

(Added February 2002)

### **3025. Sick Leave**

#### **3025.1 Full time personnel**

The employee is eligible for fifteen (15) paid sick leave days per year. The maximum number of sick days employee may accumulate is 60 days while continuously employed by the school. Unused sick leave accrued will not be compensated upon termination of employment. The employer may request appropriate documentation from a medical provider for sick leave used. A physician's certificate shall be required for absence of three (3) or more consecutive working days.

(Revised May 2002)

#### **3025.2 Part-time personnel**

Part-time teaching personnel and teacher aides shall also earn sick leave at the above rate, prorated according to the proportion of their duties to a full-time teaching load, as follows:

a) an employee **working every day but less than five (5) periods/day** shall receive sick leave credit at the rate of 1.5 days for each month of service or fifteen (15) working days per year of contractual service.

b) an employee **not working every day, --five or less periods per day--**, shall receive sick leave credit as follows:

N = number of days (full or not) worked in a week  
allowed

SL = Sick Leave credit

$$SL = \frac{15 \times N}{5}$$

#### **3025.3 General**

Full sick leave credit is granted only to employees who service the full school year and any leave indebtedness shall be deducted from the final check payable to that employee. Days of absence for illness beyond the number of days earned **regardless of the circumstances of the illness**

(i.e., hospitalizations, long term illnesses, etc.) shall result in a deduction of an amount equal to the substitute's pay.

(Revised Jan, 2013)

#### **3025.4 Maternity Leave**

After one completed academic year of employment at the school, a female employee shall be entitled to eight (8) consecutive fully paid weeks of maternity leave. However, the eight (8) weeks must be taken within the current academic school year.

In addition, unused sick leave days of that school year, up to a maximum of ten (10), may be added as well.

If any part of the maternity leave falls during a vacation period, the vacation days will count towards the total eight (8) weeks.

If the new school year begins before the completion of eight (8) weeks, the remaining maternity leave must be taken at the beginning of the new school year.

(Revised May 2002)

#### **3025.5 Paternity Leave**

Unused sick days, up to a maximum of ten (10), may be used for paternity leave.

(Revised May 2002)

#### **3025.6 Adoption Leave**

The same policies hold in case of legally recognized adoption. Appropriate documentation must be provided to the school.

(Added Nov. 2012)

#### **3026. Personal Leave**

Absence due to circumstances beyond the control of the teacher shall be considered as personal leave. The teacher involved will notify the Director as far in advance as possible so that adequate substitute teachers can be secured.

The Director has the right to grant or deny personal leave based on current needs of the school and the availability of appropriate substitutes. A maximum of three (3) days of annual sick leave credit may be used for personal leave. Personal leave cannot be accumulated and carried over from year to year.

(Revised Jan 2013)

#### **3027. Recruitment Leave**

Full time teachers may receive up to 3 days of paid Recruitment Leave to enable them to attend interviews or recruitment fairs, this benefit is available only from the 2nd year of employment and can be used a maximum of two times during employment. Unused personal leave may be added to this recruitment leave. The teacher must complete a Leave request for the approval. In the event that additional days are needed, they must be taken as approved leave without pay.

(Revised Jan 2013)

#### **3028. Bereavement Leave**

The employee is authorized up to ten (10) working days absence without loss of pay annually and another five (5) working days Leave Without Pay for emergencies related to the death of his/her parent, spouse, child, or sibling. Exceptions to this policy will be considered by the Director and Board Chair on a case-by-case basis.

(Revised February 2002)

### **3029. Leave Without Pay**

Leave without pay may be granted at the discretion of the Director. Leave beyond that, must be agreed by the Director in consultation with the Trustees. All leave requests should be submitted in writing.

(Revised Jan. 2013)

### **3030. Unauthorized Absence**

Absence from duty not specifically covered by sections of the Board Policy shall be considered unauthorized and pay shall be deducted for the period of such absence. Determination of unauthorized leave will be the director's decision based on the Faculty Handbook.

(Revised Jan. 2013)

### **3031. Teaching Assistant**

A full-time Teaching Assistant shall be hired for each pre K3, pre K4, Kindergarten, and First Grade class. Additional teaching assistants will be hired at the Director's discretion

(Revised Jan. 2013)

### **3032. Housing for Recruited Staff**

To provide for the housing needs of overseas recruited faculty, the school shall purchase and/or lease, as needed, adequate housing.

It shall be the responsibility of the Director to establish administrative procedures governing all matters relating to staff housing, including:

1. Assignment of housing
2. Regulations and restrictions
3. Maintenance
4. Furnishings.

All such procedures shall conform to the terms of teacher contracts; shall provide safe, comfortable lodging for recruited staff; and shall be included in orientation materials given to all affected staff.

Overseas hired teachers may apply for a housing allowance and find their own housing. The amount of the housing allowance will be established by the Director and reviewed annually with the Board. Teachers who choose this option will receive the same furnishings as provided to other overseas hired teachers. ISD will not, however, maintain the apartment chosen, nor carry out negotiations with the landlord. Problems with the apartment, landlord, generator, etc, will be the responsibility of the teacher. Should the teacher find housing that is less expensive than the allowed monthly amount, they may keep the difference. The housing allowance will be added to the teacher's monthly salary in CFA.

(Revised April 2010)

**3032.1** The furnishing of Staff Housing is provided by ISD in accordance the staff handbook.

(Revised April 2013)

#### **3032.2 Accountability and Responsibilities**

1. The Administration will maintain records of furnishings issued.
2. In order to safeguard and protect school property, employees are responsible for the proper care and maintenance of furnishings, will sign inventory receipts for the property and be liable for loss and damage. Personnel will arrange for payment of any charges due to loss or damage prior to clearance for departure.



3. Before departure an inventory of residential furnishings will be taken. The Administration will arrange for an inventory up to 90 days before the inventory will be conducted.

4. To reduce unnecessary labor and expense, the individual employee is responsible for the thorough cleaning of the housing area, furniture and appliance prior to quarters being vacated.

### **3032.3 Limitations**

1. Residential furnishings are not supplied for the use of household servants, and lending such equipment to non-employees is not permissible.

2. Exchange of furnishings with other employees is not authorized.

3. Residential furnishings and equipment which duplicate those shipped by personnel at the school's expense will not be supplied. All furnishings provided by the school will be of standard design contracted by the maintenance department.

### **3032.4 Painting and Major Repairs**

Painting of apartments or houses shall be done once in two (2) years.

(Revised May 2002)

### **3100. Part-Time Professional Staff**

Part-Time Professional Staff are governed by all the same policies as Full Time Professional staff, as specified in ISD Board Policy section 3000, *except* in the following instances, when different policies specific for Part-Time Professional Staff apply.

### **3101. Benefits for Part Time Professional Staff**

Part time Professional Staff will receive benefits in relation to their percent of full time employment; i.e.: a part time teacher with two sections (40% of FTE) will receive 40% of benefits such as Professional Development Allowance and Tuition Benefit. The application of part time teacher benefits is to be administered by the Administration and is fully detailed in the Employee Handbook.

(New Jan. 2012)

### **3101.1 Benefits for Part-Time Local-Hire Teachers**

Part-Time locally-hired teachers shall receive the following personnel benefits, in addition to their regular salaries:

1. Part Time Teachers will have the option to subscribe either to ISD Overseas Health Insurance or to ISD Local health Insurance. In both cases part of premium supported by employee and by ISD will be based on their rate of employment (i.e.: 40% FTE teachers would receive 40% of premium paid). When they opt for the Overseas HI, employee will be assigned a fee based on citizenship; coverage includes or does not include N. America.

2. Payment of the proportion of tuition--commensurate with rate of employment--of that part of school fees for legal dependents, which are not, or have never been, paid by the employer of the spouse. To receive this benefit, children must be enrolled on a full-time basis.

3. A percentage of the \$1000 Professional Development allowance given to full time teachers commensurate with percentage employment.

4. A percentage of the \$300 Wellness allowance given to full time teachers commensurate with percentage employment.

### **3110. Professional Development Allowance**

Part-time teachers are entitled to a percentage of \$1,000 (USD), based on their percent employment, each year for use towards professional development activities approved by the Director. This allowance may be accumulated over the course of two years only. Teachers who wish to remain employed by ISD are expected to use this allowance and engage in Director-approved Professional Development at least every two years. This allowance, if not used, will be forfeited six months before the expiration of a teacher's final contract.

(Adopted, March 2009)

### **3111. Teacher Day**

Part Time Professional Staff are expected to be on campus and prepared to teach as per the schedule of their part-time assignment. Teachers are to arrive ahead of class and leave only when teaching and administrative duties are finished.

Part Time Professional Staff are encouraged to attend divisional, team and full faculty meetings, as well as organized full-staff Professional Development meetings, but should plan to attend meetings on a proportional basis commensurate with percentage employment, as agreed with the relevant Principal.

(Revised May 2002)

### **3112 Teacher Meetings**

Part Time Teachers shall attend faculty meetings, grade level or department meetings and workshops on a proportional basis commensurate with percentage employed, as per arrangement with the Principal.

### **3113. Tutoring**

Part Time Teachers may not charge a fee for tutoring his or her own students. Tutoring for pay by Part Time Teachers may only take place on campus with prior agreement with the Principal or Director

(Revised May 2002).

### **3114. Contract Renewal**

Part Time Professional Staff contracts will be reviewed--and possibly renewed--by May 1 each year. Renewal decisions will be based on the following:

1. Teacher observations and evaluations;
2. Enrollment predictions to determine staff needs;
3. The school's financial position.

(Revised February 2002)

### **3115. Sick Leave**

Part-time teaching personnel and teacher aides shall also earn sick leave pro-rated according to the proportion of their duties to a full-time teaching load, as follows:

a) an employee **working every day but less than five (5) periods/day** shall receive sick leave credit at the rate of 1.5 days for each month of service or fifteen (15) working days per year of contractual service.

b) an employee **not working every day, --five or less periods per day--**, shall receive sick leave credit as follows:

N = number of days (full or not) worked in a week; SL = Sick Leave credit allowed

SL =  $\frac{15 \times N}{5}$

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Full sick leave credit is granted only to employees who service the full school year and any leave indebtedness shall be deducted from the final check payable to that employee. Days of absence for illness beyond the number of days earned **regardless of the circumstances of the illness**

(i.e., hospitalizations, long term illnesses, etc.) shall result in a deduction of an amount equal to the substitute's pay.

At the Director's discretion, up to the full fifteen (15) days may be granted at one time in cases of serious illness or hospitalization; however, no more sick leave will be granted for the rest of the year.

Upon returning to school after illness, a staff member may be required to present a physician's certificate. A physician's certificate shall be required for absence of three (3) or more consecutive working days.

(Revised February 2002)

### **3200. Non-Contract Employees**

General services employees shall be employed in accordance with local law where applicable and solely on the basis of merit. Applications are judged on the basis of educational background, training, required skills, practical experience, and personal qualifications. Confidential information shall be obtained from former employees regarding job performance and school records may be requested.

### **3201. Health Requirements**

Non-contract staff shall provide evidence of a complete physical examination as required by the Director. Physical examinations shall be provided without cost to the employee.

#### **3201.1 Tuberculosis**

Employees shall provide evidence annually of freedom from active pulmonary tuberculosis as shown by chest X-ray or approved intradermal tuberculin test.

### **3202. Assignment**

Applicants accepted for regular employment shall be assigned in accordance with their qualifications and the needs of the school.

### **3203. Promotions and Transfers**

When vacancies occur, promotions shall be made within the staff when training and ability warrant. All other factors being equal, seniority shall be considered.

### **3204. Performance Evaluation**

Competence, skills, and general performance of classified employees shall be evaluated periodically on a regular performance appraisal form approved by the Director.

#### **3204.1 Unsatisfactory Performance**

If the employee's work is unsatisfactory, the Director shall fill out a performance appraisal form indicating areas of weakness.

### **3205. Dismissal**

The Director may dismiss an employee for cause in accordance with local laws.

### **3206. Overtime Pay**

A non-contract employee of the school who is asked to work more than one hour beyond the work day agreed upon when employed, shall be entitled to additional monetary compensation at not less than the hourly rate established by his/her monthly salary. Overtime may only be granted when performed upon the specific approval of the Director.

### **3207. Compensatory Time Off**

Work outside normal business hours shall be duly authorized by the Director. Such work shall not result in payment of overtime if, by mutual agreement, it is compensated by an equivalent

amount of time off, termed "compensatory time off." Such compensatory time off shall be taken at times arranged in advance to suit the convenience of the employee and the Director.

### **3208. Absences**

Employees who must be absent from work shall notify the Director in advance when possible, so that substitutes may be obtained when required.

### **3209. Holidays**

Non-contract employees shall be granted holidays in accordance with the school calendar annually adopted by the Board of Trustees.

### **3210. Sick Leave**

Full-time, non-contract personnel shall accumulate sick leave at the rate of one (1) day for each month of service or twelve (12) working days per year. Sick leave may accumulate to a maximum of twelve (12) working days per year.

#### **3210.1 Part-time Employees**

Part-time employees shall be granted sick leave credit in proportion to the period of time for which they are employed.

#### **3210.2 Certificate from Physician**

Employees absent longer than five (5) days must submit a certificate from a duly qualified physician to the effect that s/he was unable to perform her/his duties and stating the nature of the illness.

### **3211. Personal Leave**

Absence due to circumstances beyond the control of the employee may be considered as personal leave upon the approval of the Director. Requests and evidence of reason for personal leave shall be submitted to the Director prior to the date of absence. Personal leave may be granted for:

1. Illness in immediate family
2. Immigration and customs department appointment
3. Personal business that cannot be scheduled after school hours
4. Legal court appointments

A maximum of three (3) days of annual sick leave may be used as personal leave.

### **3212. Compassionate Leave Policy**

Compassionate leave, in the amount of ten (10) working days per school year, shall be allowed for the death or serious illness of a foreign national staff member's immediate family member. The "immediate family" is defined as mother, father, daughter, son, spouse, or other significant family member, as determined at the discretion of the director. This leave may also be allowed for other major emergencies. Application of this policy shall be determined by the Director. Exceptions to this policy will be considered by the Director and Board Chair on a case-by-case basis.

### **3213. Unauthorized Absence**

Absence from duty not specifically covered by other sections of the Board rules and regulations shall be considered unauthorized and pay shall be deducted for the period of such absence.

### **3214. Leave Without Pay**

Leave without pay may be granted at the discretion of the Director.

**3215. Annual Leave**

Annual leave shall be earned in accordance with local law.

STUDENTS

SERIES 4000

## **STUDENTS – SERIES 4000**

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#### **4000. Admissions**

Upon inquiring about admission to the International School of Dakar, families are given an appointment with the Admissions Coordinator, and given the admission packet to provide them a quick overview of the programs, philosophy, mission, and application materials. An application is not complete and space cannot be reserved until the entire application process is complete, and the Tuition Agreement has been signed and received.

#### **Age Policy**

An age policy is essential in order to ensure that students who enter each grade are physically, mentally, socially, and emotionally prepared. The age policy is effective from the beginning of the school year for new students.

<b><u>Class</u></b>	<b><u>Age</u></b>
Preschool 3	three (3) years prior to September 15 of that school year
Preschool 4	four (4) years prior to September 15 of that school year
Kindergarten	five (5) years prior to September 15 of that school year
Grade One	six (6) years prior to September 15 of that school year

An applicant must present the following:

1. Completed application
2. Copy of passport or birth certificate
3. Two passport-size pictures
4. Official school records from the past two years
5. Up -to -Date immunization or health record detailing dates.

#### **Admissions Committee**

An Admissions Committee composed of the Principal, an ELL Teacher, a Learning Support Teacher, and a designated classroom teacher at the appropriate grade level (as needed) will review applications for admittance. Final grade placement will be determined by the Principal.

#### **Class Size**

Every effort is made to keep class sizes reasonable, with no more than 20 children per class if possible. When elementary class sizes reach over 15 students, the school will consider hiring an aide to assist the classroom teacher. Preschool classes will not exceed 16 students in Pre 3 and 18 students in Pre 4.

#### **Priority Consideration for Student Admissions**

Provided the students have the academic ability to compete successfully in the ISD academic program and have demonstrated previous academic success in a similar U.S., American, or international school, priority for admission will be given to applicants in the categories below in the following order:

1. Children of Faculty and Staff of ISD
2. Children of U.S. citizens engaged in carrying out U.S. Government activities
3. Siblings of currently enrolled students
4. Children of diplomatic and international organizations and businesses
5. New applicants transferring from an English-speaking international school overseas
6. Students currently enrolled in a local school

#### **Wait List**

When a grade level is filled, a wait list is established. As vacancies occur, students are placed in classes according to the priority considerations listed above. When space limitations indicate that there are more candidates in any one category mentioned above than spaces, then



admissions will be based on a first come, first served basis. The date of the original application to the Admissions Coordinator will be used. In instances where the wait list reaches six (6) students at a particular grade level, consideration will be given to creating an additional class. Being on a wait list is not a guarantee of space.

### **Students Enrolling in Their Senior Year**

Students will not be accepted into grade 12 after the first four weeks of school during his/her senior year. In order to be accepted at ISD in the twelfth grade, the student must be enrolled as a full time student, with all of his/her credits taken on our campus, and not through correspondence or through on-line study.

### **Placement Test**

#### *Academic:*

Students in grades 1-8 coming from accredited U.S. schools or other American Curriculum schools, will be admitted based upon official records from the previous school which shows the student has been succeeding at or above the average of their classmates. ISD will generally honor the grade placement of these schools. ISD will require entrance exams if the previous grade results are marginal. All other applicants will be required to complete a placement test.

The placement test includes assessment in mathematics and written expression. In some cases, a reading/comprehension achievement battery may be required. Students are expected to score at or above grade level in all of the above areas in order to be granted regular admission. In some instances a child may be admitted on a provisional status. As part of the admissions process, an oral interview with the student and his/her parent(s) will be conducted and records from previous school(s) will be reviewed. A child will be denied admission if he or she has specific learning or behavioral disabilities that cannot be adequately addressed by the school.

A placement exam in mathematics and written expression is required for all high school applicants.

#### *English Language Learner:*

All prospective students with non-English language background will be tested.

### **Students with Special Needs**

Special Education: Children of U.S. Government employees are required to receive a clearance from MED/STATE to attend ISD if their children have special needs, have received special education services in the past, or have academic delays. The email addresses of the Department of State employees who conduct clearances of MED/STATE may be obtained from the school. It is also appropriate to make contact with our Regional Education Officer in the Office of Overseas Schools.

Only students who are identified as mild to moderately learning disabled, and/or children identified as having Attention Deficit/Hyperactivity Disorder (AD/HD) and are on a successful behavior modification plan or on a physician prescribed dose of medication, are eligible for placement in ISD. The school does not have the resources to successfully administer a program for children with other learning disabilities (i.e., severe to profound learning disability, speech therapy, autism, occupational therapy, developmental delays, etc.).

The school requires children who are admitted to ISD with special needs/academic delays to have a recent psycho-educational assessment on file, conducted by a licensed school psychologist within the last two years. Once the assessment results have been received, the school can better determine whether it is able to serve the child(ren) in its program.

English Language Learners (ELL): Grades Preschool through Grade 1: Students enrolling in grades Preschool through Grade 1 will be admitted with no prior knowledge of English.

Grades 2 – 9: Language proficiency testing in reading, writing, and oral language will be required of ELL students in grades 2 - 9 applying for admission to ISD.

Grades 10 – 12: Speakers of other languages must have a near native-like fluency in English to be admitted to our high school program from another school. Therefore, assessments in reading, writing, and language will be required of entering students whose first language is not English.

All ELL students Grades 1-12: An oral interview with the student and his/her parent(s) will be conducted to determine the student's strengths and to detect previous learning problems, if any. Records from previous school(s) will be reviewed to ascertain patterns in academic development.

ISD reserves the right to deny admission to an English Language Learner whose parents refuse to have him or her served, after being recommended for placement in the program.

Provisional ELL Admission: The administration reserves the right to allow for provisional admission of students with limited English proficiency and outstanding previous school records of achievement.

Adopted: May 21, 2004; Revised: February 7, 2006

#### **4001. School Hours**

School hours shall be from 8:30 a.m. to 3:20 p.m. except as otherwise determined by the Board.

#### **4002. Holidays and School Calendar**

School holidays and vacation periods shall be governed by the school calendar adopted annually by the Board of Trustees.

#### **4003. Attendance - Absences**

Regular school attendance is essential to the progress and achievement of the student and shall be strongly encouraged by the Director and staff. Teachers are authorized to require a satisfactory explanation from the parents or guardians, either in person or by written note, of any student absent from a class or a part of a class during a school day.

#### **4004. Credit and Attendance.**

Middle and high school students must attend more than 80% of classes during a trimester in order to earn or receive credit, regardless of the reasons for the absence. In unusual circumstances the policy can be waived by the Director.

#### **4005. Graduation Credit Requirement**

A student must have earned 26 credits during his/her high school career (9th through 12th grades). Seniors must complete their entire 12th grade year at ISD to earn an ISD diploma. Each content area has a specific number of credits that must be completed. A credit is earned when one full year of study in a certain subject is completed with a passing grade. One-third of credit is earned when a trimester of study in a certain subject is completed with a passing grade. A normal credit load is 7 credits per year.

The Director reserves the right to adjust/modify the total credits required for a student who transfers to ISD in grade 12 and whose previous school did not offer the opportunity to earn sufficient credits to meet the ISD graduation requirements. (In such case, ISD may choose to honor the graduation requirements of the previous school)

Adopted: March 2014

#### **4006. Graduation Service Hours Requirement**

Recognizing that part of the ISD Mission Statement is to create 'responsible global citizens' and further, that the community service is increasingly important in and for our world, the ISD Board requires that graduating seniors must have 100 hours of approved Service Learning during their high school years.

The Director will ensure that a program is in place to monitor and approve student Service Learning work. Students transferring into the ISD high school may have service Credit requirement adjusted at the Director's discretion.

Adopted: October 2008

#### **4007. Leaving School**

##### **4007.1 During School Hours**

No student shall be permitted to leave school before the end of the regular school day without the approval of the Director or his/her authorized designee. (Revised November 10, 2005)

Parents or designated guardians arriving to pick up children prior to the end of the school day shall sign them out in the Main Office.

Students shall not be permitted to leave school on requests signed by any person other than a parent or guardian. Teachers shall not send students on errands off the school grounds during school hours without written consent of a parent or guardian.

Elementary student will not be permitted to leave school without a parent or recognized adult.

##### **4007.2 After School**

Grades K-2, not released to siblings,

#### **4008. First Aid**

First Aid for a minor injury shall be administered by the nurse (if available), secretary, or teacher. No oral medications shall be administered unless expressly approved by the parent. Such Medications must be in their original container with the original prescription attached.

#### **4009. Accidents or Injuries**

The Director shall issue procedures and regulations governing employee responsibilities in caring for accidents or injuries to students. Provision shall be made for notifying parents in cases of serious injuries. Accident forms will be completed.

#### **4010. Head Injuries**

Head injuries are particularly serious and care of such injuries shall be outlined in a bulletin issued by the Director. Provisions shall be made for notification of parents of any head injury.

#### **4011. Communicable Diseases**

Students having a communicable disease shall be excluded from school attendance.

#### **4012. Notification of Parents**

The Director shall notify parents if students have been exposed to a communicable disease.

#### **4013. Summer School**

A summer school Program may be offered if there is a sufficient number of student applicants to support the program. Summer school shall be offered as an opportunity for students and shall not be made mandatory. The program may be designed for but not limited to:

1. Students who enter school late in the year and wish to make up work.
2. Students who arrive in Senegal after the close of the regular school year and who may wish some review work or enrichment courses. Particular attention shall be given to assisting these students in their adjustment in Senegal to become acquainted with other students and, hopefully, to establish some friendships before the beginning of the regular school year.

3. Students who do not progress as rapidly as the average in the basic subjects, i.e. reading, writing, arithmetic, and spelling. These students may need more individual instruction in small classes in order to meet grade standards.
4. Students receiving an incomplete grade (Inc.) due to reasons beyond their control, such as illness and late registration. These students may, upon the recommendation of the teacher and Director, make up the incomplete work at summer school.
5. Students who need special work in English as a Second Language.
6. Students who may be average, or superior in achievement. These students may be provided opportunities to develop their special talents and abilities in course offerings in art, music, humanities, and sciences.

#### **4013.1 Course Offerings and Tuition**

Summer school course offering shall be determined on the basis of student needs. Although it is desirable to offer a broad spectrum of courses, tuition fees must support the program.

#### **4013.2 Summer School Hours**

Summer school course offerings shall be scheduled by the Director of the programs.

#### **4014. Academic Probation**

Academic probation is defined as a period of time, consisting of any single trimester. If a student is on academic probation during any one trimester, he/she remains on academic probation until the end of that trimester. If the student has improved to the extent that he/she no longer meets the criteria for probation at the next trimester, the student will no longer be on probation. If the student has not improved and meets the probation criteria, that student shall remain on academic probation until the next trimester. Any student remaining on academic probation for two consecutive trimesters may be asked to find a more appropriate school placement for the next year.

Academic probation is defined as a Grade Point Average (GPA) below a D+ in the core subjects, which are English, social studies, math, science, and foreign language, or if a student has a failure in any two subjects, or an overall GPA of D-.

For students who are on academic probation the school shall follow this plan.

1. When initial academic concerns arise, parents will be notified via mid-term progress reports. A teacher or a parent can initiate a parent-teacher conference at that time.
2. If at the end of the trimester, the student's grades are such that he/she falls within the criteria for academic probation, a meeting will be held with the parent, teacher, student, counselor, and the Director to develop a plan to help the student improve his/her academic standing. Some remedies can be initiated. They are:
  - Teacher/student extra study time as determined by the teacher
  - Structured home study
  - Counselor's weekly homework report to the parents
  - A student contract that is signed by the student and is monitored by the counselor
  - Meet with the counselor after school to review organizational skills and study skills
  - Additional tutoring by a tutor outside of school, who maintains contact with the classroom teacher(s)
  - A recommendation for diagnostic testing by a qualified school psychologist to determine if the student has learning problems
3. A summary of the meeting will be sent home with the parent on the day of the conference or the following day.

4. A follow-up meeting with the parent, student, teacher, counselor, and administrator will be set for a later date, no longer than six (6) weeks to monitor the student's progress and to make sure remedy guidelines are being followed.
5. The consequences of being on academic probation may be exclusion from some after school activities, including Sports Invitational for Private Schools (SIPS). Participation in after-school activities is based upon grades of the previous trimester.  
Adopted 2001-2002 school year

#### **4015. Student Discipline Policy**

The ultimate goals of the Student Discipline Policy shall be to assist each student to develop self-discipline and to learn to accept responsibility for his or her actions. Students shall respect constituted authority. This shall include conformity to school rules and regulations, community standards, and those provisions of local law that apply to the conduct of juveniles or minors. Students shall respect the rights and privileges of others and cooperate with members of the school community.

The combined efforts of students, parents, teachers, Principal, and the Director are necessary to the achievement of these goals. ISD expects parental cooperation in the achievement of good student conduct and attitudes. (Revised November 10, 2005)

The Director shall develop written rules of conduct that will implement this policy.

All school personnel, through the Director, shall be responsible for the control and proper conduct of students while under the supervision of the school. The Board of Trustees shall support all personnel acting within the framework of Board Policy.

##### **4015.1 Suspension**

Students may be suspended by the school Director. (Policy 2001.16)

##### **4015.2 Withdrawal and Expulsion**

In extreme cases, the Director may withdraw or expel a student from the school. Extreme cases include, but are not limited to, bringing a lethal weapon on campus and the sale, distribution, or purchase of alcohol, narcotics, or other illegal drugs on school grounds or at any school related event.

Students who display a pattern of unacceptable behavior will be placed on behavior probation. If a student fails to meet the terms of probation, the director may withdraw or expel the student from the school.

Withdrawal is defined as the school discontinuing the student's enrollment at the end of a semester. Expulsion is defined as ending the student's enrollment immediately.

#### Cross-Reference

Adopted: May 17, 2016

1013.1 – Weapons on Campus

5015.21 – Behavior Probation

4016.5 – Substance Abuse

Student Handbook – Maintaining a Positive School Environment

##### **4015.21 Behavior Probation**

A student may be placed on a behavior probation contract when repeated behaviors of category one or category two offenses occur, or when one incident of category three behavior occurs. A student will automatically be placed on a behavior probation contract for any category three offenses. The behavior probation contract will outline specific measures the student must take to remain a student in good standing. The behavior probation contract will be in effect, in most cases, for one semester or one calendar year. The duration of the behavior contract will be at the discretion of the Director.

When students are placed on a behavior probation contract, the counselor and parents are contacted, and a parent conference will be arranged. The parents, student, and principal will sign the behavior probation contract. If the parents decline to sign the document, the contract will still remain in effect for the duration outlined.

A follow-up meeting with the student, parents, counselor, and administrator will be set for a later date, within four weeks, to monitor the student's progress and to make sure remedy guidelines are being followed.

Consequences of being on behavior probation may be exclusion from afterschool activities, including, but not limited to, overnight trips and social events. The student may also not be allowed to use the school facilities on week-ends or outside of school hours if they are on behavior probation.

Should a student not be able to adhere to the behavior probation contract, the student may lose the right to continue to be a member of the school community. Such withdrawal or expulsion shall be the decision of the Director.

#### **4015.3 Counseling**

Counselors, if available, shall provide service related to the personal and academic adjustments of students. Counselors shall provide information concerning vocational opportunities, scholarships, and admission requirements of advanced schools, colleges, and universities.

*Revised March 18, 2004*

#### **4015.4 Medical Leave**

In acute cases of physical, personal or emotional un-wellness, ISD may place a student on Medical Leave. The terms of individual Medical Leaves will be determined case-by-case, but to be re-instituted as a regular student at ISD, students placed on Medical Leave must send a written request to resume studies and certification from a doctor approved by ISD that reports progress in treatment, states that the student is neither a danger to herself or to others, and verifies that she is well enough to continue the academic program at ISD. Upon application for re-institution, the student will be interviewed by an admissions committee, after which the decision to re-admit will be discussed.

*Approved June 9, 2011*

#### **4015.5 ISD Harassment Policy**

The International School of Dakar does not tolerate bullying or harassment in person or online. The school policy and administration shall view such behavior as a serious violation of the standards of conduct expected from all employees, students, and community members of ISD and such behavior shall be grounds for disciplinary action as defined in the student handbook.

Definitions:

Harassment is defined as any unwelcome verbal, visual or physical conduct creating an intimidating, offensive or hostile educational or work environment that interferes with learning or social-emotional well being.

Bullying is deliberate, repeated, hurtful behavior involving an imbalance of power that makes it difficult for those being bullied to defend themselves.

Sexual harassment is unwelcome verbal or physical conduct of a sexual nature that creates a hostile or offensive environment.

ADOPTED: April 19, 2016

#### **4016. Student Activities Sponsored**

The school sponsors all student activities held on the school grounds and any activity directly related to the school held off the school grounds such as school picnics and athletic events.

##### **4016.1 Student Organizations**

The formation of, and the opportunity for students to participate in student organizations shall be encouraged. Such organizations shall be approved by the Director and have a faculty sponsor.

##### **4016.2 Soliciting Funds**

Funds may not be solicited from students without prior approval of the Director. Campaigns to solicit funds shall be limited in number and shall possess an educational value. All contributions must be voluntary and no child or teacher shall be embarrassed in any way.

##### **4016.3 Student Activities Co-sponsored**

The school may participate in the sponsorship of such community activities as International Boy Scouts, Girl Scouts, etc.

##### **4016.4 Student Activities Conduct**

Attendance at school-sponsored activities shall be limited to students regularly enrolled in the school unless advance approval is given by the Director. The Director shall be responsible for issuing a bulletin regarding the sponsored activity.

School-sponsored activities shall be conducted in such a manner that each child has an opportunity to have a socially enriching experience in a wholesome atmosphere.

(Revised December 8, 2005)

##### **4016.5 Substance Abuse**

Students are not allowed to possess, use, transfer, sell, buy, or be under the effects of any alcohol, narcotics, marijuana, hashish, stimulants, barbiturates, hallucinogenic drugs, or other illegal substances within the school or the school grounds, or during school-sponsored activities on or off campus.

**I. Students who are in possession of, or under the influence of, such substances in the school, on the school grounds, or in any school-related event will be suspended immediately and for a period of time to be determined by the school administration.**

The conditions of this suspension will include the following where applicable:

1. Drug and alcohol assessment by a trained health professional
2. Ongoing counseling for the student and family members
3. Drug and/or alcohol detoxification
4. Participation in support group and/or other appropriate action

The determined conditions of suspension will be formalized and signed by the student, parent, and administration.

The conditions of re-admission to the school will include the following where appropriate:

1. Probation for a period of time to be determined by the administration
2. Pre-admission evaluation by a school appointed mental health professional
3. Drug testing
4. Continued counseling and/or support group attendance
5. Community service and/or other suitable action

The determined conditions of re-admission will be formalized and signed by the student, parent and administration.

If the student or his/her parents refuse to comply with any of the established conditions, the school will have the right to expel the student.

**II. Any student who sells, distributes, buys, or manufactures such substances in the school, on the school grounds, or in any school-related event on or off campus will be immediately expelled and not considered for readmission.**

Prevention:

ISD is committed to identifying and intervening on students whose behavior interferes with education processes, before a crisis occurs.

Revised March 18, 2004

#### **4017. Eligibility for Extra-curricular Activities**

An academic curriculum and a school sponsored extra-curricular program should coexist harmoniously. Eligibility requirements have been established to encourage students to fulfill their academic responsibilities as well as to participate in the enriching experience of extra-curricular athletics and activities.

Definition: Extra-curricular activities refer to:

- Sporting events between schools such as volleyball/soccer/basketball/swim competition, Sports Invitational for Private Schools (SIPS), etc.
- Other extra curricular events such as drama productions, music lessons, and after school activities
- West African International Schools Activities League (WAISAL) competitions and tournaments (i.e., Model United Nations (MUN) and sports competition)

Philosophy: Students who are in need of tutoring or additional support may not have adequate time to work on academics if they are involved in extra-curricular activities. Thus, an eligibility program based on academic success is required.

Grade Levels Affected: 6-12

Policy:

1. Students who have an overall average below D- or more than one F in a core subject, will be unable to participate in extra-curricular activities. Core subjects include: English, Social Studies, Math, Science and Modern Language.
2. Individuals who are at risk of academic failure will be identified after Mid-Term Progress Reports are issued. These students and their parent(s) will meet the Principal, who will remind the student of the policy and the possibility that the student will lose his/her privilege to participate in extra-curricular activities.
3. Once report cards are issued, the Principal will calculate the averages and determine eligibility. The Principal will then notify the student, in writing, that s/he has lost his/her privileges.



4. Students who violate the Student Code of Conduct or the Discipline Management Plan and are suspended for their actions will be excluded from participation in extra-curricular activities.
5. Trimester grades and progress reports immediately preceding the sport season will determine eligibility for that season. Third trimester grades will determine eligibility for the beginning of the following school year.

Adopted: January 22, 2004, New Policy: Revised June 2012

#### **4018. Field Trips**

Educational field trips are programmed because they offer an opportunity to enhance and reinforce the subject matter being taught in the classroom. For this reason, it is ISD school policy to encourage such trips, some of which may involve overnight stays either inside or outside Senegal. All field trips are optional and the academic success of students will not be dependent upon their participation in any one field trip. However, parents / guardians are encouraged to allow their children to participate in field trips because of the added value which they bring to the teaching program. The attention of all parents / guardians will be drawn to this policy when they enroll their children.

(Revised June 1999)

#### **4018.1 Types of Field Trips**

Field trips fall into two categories:

1. Trips which take place within school hours
2. Trips which involve overnight stays

#### **4018.2 Rules and Procedures**

When a field trip is being planned, the following rules and procedures must be followed:

##### Trips during school hours

The faculty member planning the trip must seek approval from the school Director before announcing the trip to students and parents.

The request for approval should be made on the form designed for this purpose and submitted to the Director no later than two weeks before the date of the proposed trip.

The Director will reply to the request within three working days of its receipt.

If approval is given, parents will be notified of the proposed trip no later than one week before the date of the proposed trip.

The notification will include the educational justification for the trip, the planned itinerary, the expected cost, the travel arrangements and any other relevant information. It will also set out what arrangements will be made for students who do not participate in the trip.

A permission form to be filled out by parents or guardians will be sent out with the notification and it must be completed and returned to school no later than two days before the date of the trip.

All trips will meet the safety and security arrangements laid down by the school and which are in force at the time of the trip.

These arrangements will be reviewed annually before the start of each school year by the Director or his/her designated representative.

A copy of the safety and security arrangements in force at any particular time will be available for consultation by parents/guardians in the school office.

### Overnight Trips

The faculty member planning the trip must seek approval from the Director or his/her designated representative before announcing the trip to students and parents. The Director or his/her designated representative will reply to the request within ten (10) working days of its receipt.

Before the trip is confirmed, all parents/guardians of the students involved will be invited to an orientation meeting at the school.

At this meeting, the faculty member(s) planning the trip will brief parents on the proposed trip and outline details of the educational justification for the trip; the travel itinerary; the likely cost of the trip; alternative educational options for students who do not wish to participate in the trip; the respective responsibilities of the school and parents/guardians with respect to health and safety arrangements.

Parents/guardians will be given a two-week period to decide if they wish their children to participate. At the end of this time and in the light of parental response, a decision will be made by the school Director as to whether to proceed with the trip or not.

If the trip proceeds, a permission form will be filled out by parents or guardians and returned to school no later than six weeks before the date of the trip.

All trips will meet the safety and security arrangements laid down by the school and which are in force at the time of the trip.

These arrangements will be reviewed annually before the start of each school year by the Director or his/her designated representative and at least one member of the school Board or his/her designated representative. They may also be reviewed in the light of experience after any overnight trip.

A copy of the safety and security arrangements in force at any particular time will be available for consultation by parents/guardians in the school office.

### Funding

The school accepts no responsibility for subsidizing the cost of overnight trips.

The exact expenses for the trip will be clearly presented to parents at the first organizational meeting. Parents are then welcome to organize class fund-raising activities, but they are ultimately responsible for funding their child's trip.

### **4019. Admission of Senegalese Students**

In accordance with the request of the Ministry of Foreign Affairs, the school will not admit Senegalese nationals, unless they have obtained special written approval from the Senegalese Ministry of Education.

### **4020. Native French Program**

The Director shall establish an enhanced French program for fluent French speakers. Fees can be charged to students.

(Revised May 2002)

**BUSINESS DEPARTMENT**

**SERIES 5000**

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## **5100 Annual Budget**

### **5100.1 Budget Process**

The Board of Trustees shall adopt the school budget. The preparation of the Annual budget is the responsibility of the Director in consultation with the Finance Committee. Operating and capital budgets shall be established each year through detail procedures the Director will establish for the involvement of staff in the development of the budget proposal. Budget planning will be related to the goals and objectives of the school and its programs.

The annual budget should be adequate to cover annual operating costs and to allow for additions and alterations as dictated by the projected needs of the School. As a not-for-profit organization, the operating and capital budgets shall balance, except for the establishment of reserves. The intent of the Board is to adopt a budget that allows for the maintenance of reserve funds.

Reserves shall be planned on a year-to-year basis for the purpose of funding:

- a) Emergency Operations
- b) Facilities Master Plan
- c) Other projects as determined by the Board

Reserve funding shall consist of contributions of operating and capital revenue each fiscal year until adequate reserve levels are established, as determined by the Finance Committee.

### **5100.2 Budget Cycle**

The Director will present a draft of the proposed operating and capital budget for first review no later than the regular Board meeting in January. The final operating and capital budget for the next fiscal year shall be adopted no later than the March Board meeting. The budget may be updated and revised early in the new school year, prior to the September Board Meeting in light of actual enrolment figures or other significant changes. If necessary, the Board will adopt the revised current year budget during the October Board meeting.

### **5100.3 Budget Monitoring**

The budget shall be considered a controlled spending plan for the ensuing financial year. Within the approved budget, the Director is authorized to make expenditures and commitments in accordance with the policies and plans approved by the Board. All expenditures in the major budget categories in excess of the budgeted amount must have the prior approval of the Board. The status of the current budget and next year's approved budget shall be presented to the Association at the Associations General Meeting (AGM) in April. At least seven (7) days prior to the AGM, the approved budget shall be available for viewing by interested members in the Director's Office at the School.

### **5100.4 Budget Overrides**

The Board of Trustees recognizes that, when preparing an annual operating budget several months in advance of implementation, there will be occasions when expenditures will exceed summary line-item allocations in the budget. With each occurrence of a variation greater than 10%, the Director shall report such occurrences to the Finance Committee and to the full Board at their regular monthly meetings. Budget overruns must be absorbed unless approved by the Board.

### **5100.5 Capital Budget**

The capital budget shall be a statement of capital expenditures required in the fiscal year. The Director shall prepare the capital budget considering the projects and materials proposed. The Board shall approve the capital expenditures, which are related to the goals and objectives of the school and its programs as part of the budget process.

ADOPTED: March 12, 2015

REVISED:

ARTICLE/BY-LAW REF.: By-Law Section IXC.

CROSS REFERENCES:

5110 System of Accounts

5120 Fiscal Year

5130 Financial Accountability

5206 Reserves

### **5110 System Of Accounts**

The accounting records, software and financial statements shall satisfy General Accepted Accounting Principals. Official currency is the U.S. Dollar. The official currency of the system of accounts is the U.S. Dollar. The system of accounts used by the School shall be a cost-center structured system as is commonly used in schools in the United States. It shall be based on the concept that program and unit managers know best how to expend their funds to get the greatest educational value for the resources available. The accountability for this planning and management therefore is part of their administrative responsibility. The account number structure shall be designed to assure complete analysis can be readily accomplished and that a clear historical record is evident. This will allow a better understanding of how things were done so that future issues and problems can be more easily solved or avoided completely. The annual budget and periodic financial statements, using this account number structure and format, shall be presented to the Board of Trustees as well as the Finance Committee, as required.

#### **5110.1 Account Custody**

The Director is responsible for custody of the Accounts and shall ensure access is restricted to authorized personnel only and that the accounts are adequately backed up overseas and kept in a safe place. Records will be kept for ten years.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY-LAWS: By-Law IXC.

CROSS REFERENCES:

5100 Annual Budget

5120 Fiscal Year

5130 Financial Accountability

5210 Authorized Signatures

### **5120 Fiscal Year**

The fiscal year of ISD shall be July 1 to June 30. Accounting books will be closed on June 30 with a draft audited financial report prepared for the Board of Trustees no later than the October monthly Board meeting.

ADOPTED: March 12, 2015

REVISED:

CROSS REFERENCES:

5100 Annual Budget

5500 Financial Audit

### **5130 Financial Accountability**

It is the responsibility of the Director to ensure that all funds of the School are controlled and accounted for in accordance with General Accepted Accounting Principals. The Director shall establish, or cause to be established, a system of accounts to be maintained by a qualified accountant. The director is responsible for providing a monthly financial report to the Finance Committee and the Board of Trustees. This report will include: current status of annual budget in line with Budget Override policy (5xxx), a forecast of expenditures through the end of the year, and current cash position.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY -LAWS: By-Law Section IXC.

CROSS REFERENCES:

5100 Annual Budget  
5104 Budget Overrides  
5110 System of Accounts  
5201 Depository Funds  
5210 Authorized Signatures

## **5200 Cash Management**

### **5200.1 Depository of Funds**

All funds received by the School shall be deposited in checking accounts or interest bearing deposits in banks designated by the Board of Trustees. The bank depository selection shall be reviewed annually each April by the Finance Committee to determine the safety and liquidity of the funds on deposit or invested, as well as the investment rates offered. It is the Board's intention to ensure the School's deposits or investments are in low risk investments, which will maximize the returns from interest (see School Investments Program, policy 5xxx). The security and availability of these assets shall be carefully considered, along with high quality service in determining the bank of primary deposit.

The Board upon recommendation from the Finance Committee shall approve any new account in a financial institution, or changes to existing accounts during the May Board Meeting.

### **5200.2 Commingling of Funds**

Operating, capital and other funds may be commingled.

### **5200.3 Bank Fees**

All bank charges incurred by ISD for wire transfer, check clearance, currency conversion, returned checks and the like, are responsibility of the payer.

### **5200.4 Petty Cash**

In general, cash payments are discouraged. However, the Board of Trustees recognizes there may be a need to maintain petty cash accounts for local purchasing and/or local services. The Board authorizes a petty cash imprest fund of \$500 for daily use of the school. The petty cash fund is established by the Director and administered by his/her designate.

Expenditures against these funds must be accurately itemized, supported by receipts and charged to the appropriate budget accounts. Any employee accepting a petty cash advance is individually responsible for the liquidation of the entire amount either cash or legitimate receipts. The money may be spent only for the intended use of the fund, and may be recalled for full settlement at any time. All such funds shall be cleared at least once per year.

### **5200.5 Security of Cash**

Cash payments are discouraged; however, the Board recognizes that at times there will be monies collected. All monies collected within the School will be handled and prudently safeguarded to ensure coverage by insurance policies. Money collected for any purpose should be immediately deposited in the bank accounts or properly stored in school provided safes. Other than the petty cash funds, no other cash should remain on the school grounds.

### **5200.6 Reserves**

Reserve funds shall be planned on a year-to-year basis for the purpose of:

- a) **Emergency Operations** - The assets of the Emergency Operations fund are derived from the School's annual operating surpluses and an amount of the School's revenue designated yearly by the Board. These reserves are intended to allow the School to continue paying its contractual obligations, particularly to the teachers and staff, as well as any other critical on-going operating expenses until adjustments can be made to the

School operations should a catastrophic event or severe economic downturn negatively affect the School's revenue stream.

b) **Facilities Master Plan** - The Facilities Master Plan Fund is primarily accumulated and maintained to provide resources for the long-term maintenance and renewal of the School's facilities as well as for capital expenditure projects intended to enhance or replace the School's physical infrastructure.

c) **Other Projects Fund** - Resources set aside for a specific purpose designated by the Board of Trustees.

ADOPTED:

REVISED:

ARTICLES/BY-LAWS: Article X

CROSS REFERENCES:

5110 System of Accounts

5130 Financial Accountability

5220 School Investments Program

### **5210 Authorized Signatures**

Authorized account signatories will be recommended by the Director and the Board Treasurer and approved by the Board of Trustees. The authorized signatories will be communicated and updated with all banks once a year. For local banks, the CFA equivalent shall be established and communicated to the bank for check limit and signatory purposes only.

#### Summary of Signature Authority

One authorized signature	Less than \$5,000 (or CFA equivalent)
Dual authorized signatures	Greater than US \$5,000 (or CFA equivalent)

No employee shall sign a check that is made out to his or her order.

Issuing a number of checks for lesser amounts may not circumvent the "per check" limit.

EFT payments must be approved respecting the above signatory authority.

ADOPTED:

REVISED:

ARTICLES/BY-LAWS:

CROSS REFERENCES:

5201 Depository of Funds

5600 Purchasing Authority

5613 Payrolls

5800 School Closure Settlement of Accounts and the Establishment of a Trust Fund

### **5220 School Investments Program**

The Board of Trustees considers an investment program a critical ingredient of sound fiscal management. The Board authorizes an investment program where the primary objective is to provide safety and liquidity of capital and thereafter to obtain appropriate yield to supplement other revenues for the support of the School's educational program.

Where possible, funds shall be invested in low-risk interest bearing accounts. The Board may also approve the establishment of investment accounts for funds not immediately needed for the operation of the School. The Director, in consultation with the Finance Committee will monitor the yield on such investment accounts and ensure that School's funds are invested securely and on terms most favorable to the School.



This policy delegates the wise and prudent investment of the schools cash assets with the School's administration to insure that the funds are safe, readily available for an emergency, yet earning interest when not needed for current transactions. The process and guidelines are given, as well as some of the steps required to insure that the policy intent can be met.

The investment program will be administered in a way that will ensure:

- a) All investments must be liquid.
- b) The continuous process of temporary investing of fund balances and moneys available for investment purposes, through the use of quotations, to obtain a reasonable yield commensurate with safety and liquidity of capital on all investments.
- c) The maintenance of a cash flow analysis that will provide data to assist proper planning and decision-making regarding amount, duration, and type of investments.
- d) The assurance that all School investments will be in compliance with the regulations and laws of the country in which the investments are made.

Regarding delegation of authority, the Board authorizes the Director and his/her designate, to manage all activities associated with the investment program with the Board's Finance Committee in such a manner as to accomplish the objectives of this policy. His/her responsibilities will also include annual April review and assessment of the School's investment program and the filing of a report and recommendations annually with the Board. The Director is further authorized to execute, in the Board's name, any and all documents relating to the School's investment program in a timely manner and to confer with reputable consultants regarding investment decisions when necessary.

A monthly report of investments shall be made to the Board by the Director.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY-LAWS: Article X

CROSS REFERENCES:

5110 System of Accounts

5201 Depository of Funds

5210 Authorized Signatures

### **5300 Fees**

The Board of Trustees, upon the recommendation of the Director and Finance committee, sets school fees annually. School fees are subject to change; however, it is the practice of the Board to give appropriate advance notice of changes, and to publish its current tuition and fees schedule for parent information. The new fees will form part of the budget preparation with the objective to ensure the School's financial health.

Fees fall into three categories: (1) Registration Fee, (2) Tuition, (3) Capital Development fee

#### **5300.1 Schedule of Fees**

The Board of Trustees will establish a Schedule of Fees for each school year, and be made available to the ISD community, no later than the March Board meeting.

- a) **Registration Fee** - The Registration Fee is designed to be a contribution to the cost of the administrative operations of ISD. The cost is adjusted for new and returning students. It is a one-time fee, non-refundable and not pro-rated for late-entry students.
- b) **Tuition** - Tuition contributes to the cost of the school operations. Tuition can be pro-rated for late entry or early withdrawal, per section 5305.
- c) **Capital Development Fee** - The Capital Development Fee is designed to contribute to ongoing capital improvements in the School. It is non-refundable and not pro-rated for late-entry or early withdrawal students.

### **5300.2 Billing**

- a) Upon acceptance of enrollment parents are asked to elect to pay in CFA or U.S. Dollar or a combination (50% CFA and 50% U.S. Dollar and must respect this payment method for the remainder of the school year). A US\$/CFA exchange rate will be established by the school at the time of invoicing.
- b) At the time of enrollment parents must choose a payment plan.
- c) All tuition invoices are due and payable at the time of issuance. All tuition invoices will be issued in the elected currency (US\$ or CFA).

### **5300.3 Payments**

Parents and legal guardians are responsible for prompt payment of such tuition and fees as prescribed by the Board of Trustees in order to meet the regular obligations of the School.

- a) Parents and legal guardians are responsible for all fees even if a third party is paying the fees. Any late charges are the ultimate responsibility of the parents.
- b) Tuition, fees and surcharges must be paid in full before the first day of the last trimester.

### **5300.4 Non-Payment**

- a) In the case of non-payment or underpayment of any liabilities including surcharges may result in: suspension of enrollment; denial of reregistration, and/or withholding of student records.
- b) Payment is considered to be in arrears 45 calendar days after the due date unless the parent provides written proof of payment(s) to the business office.
- c) If a payment is in arrears, a 1.5% per month late fee will be assessed on the accumulative balance due. Late payments less than one month in arrears will be charged a full month's interest charge.
- d) Students whose accounts are in arrears will not be allowed to attend school until all fees are paid.
- e) Students whose fees have not been paid will not receive any records nor will records be provided to other educational organizations until debts are settled.
- f) Upon recommendation of the Director, the Board of Trustees may consider deferring tuition payments in extreme and/or unusual cases.

### **5300.5 Partial Payment**

- a) Tuition for new students admitted during a trimester currently in session will be prorated on a weekly basis with the exception of the first trimester of the school year.
- b) Registration and capital fees will be charged in full for all new students.

### **5300.6 Refunds**

- a) Refunds are paid as per the information on the tuition schedule provided to all parents. In principle the School does not refund any fees for students who have been withdrawn from the school at the school's request.
- b) If a student is withdrawn during the year by his parent's request a refund can be provided only when tuition fees are paid in advance for a full academic year. In the case of a student's early withdrawal, tuition will be prorated based on dates published by the administration on the school website.

ADOPTED: March 12, 2015

REVISED: April 19, 2016

ARTICLE/BY-LAW REF.: Article VIII, Article X, Section IX

CROSS REFERENCES:

1012 Contingency Plan for School Closure

5010 Tuition Waivers

### **5310 Gifts And Bequests**

### **5310.1 Employee Receipt of Gifts**

No employee of the School shall accept any gift, commission, travel tickets or anything of greater than \$100 in value (or the CFA equivalent) from individuals or companies. However, travel paid for by an outside group or organization may be permitted if the Board deems the travel beneficial to the School and will not compromise the objectivity of the traveler in subsequent business or financial matters.

### **5310.2 Fund Raising**

ISD will proactively pursue a range of revenue sources other than tuition in accordance with the School mission statement. The Director may present an annual fundraising plan to the Board of Trustees for approval as part of the budget process.

- a) Any income from sources other than tuition and fees should not be in conflict with established ISD policy or applicable law, serve a School purpose, does not place restrictions on school programs and does not imply endorsement of any business or product inconsistent with the School's aims.
- b) The School will take into consideration a Donor's requests, as long as it is consistent with the School's purpose. If the intended purpose cannot be met, the school will work with the donor to identify another mutually agreed upon purpose.
- c) All costs or fees associated with gifts other than cash or publicly traded securities must be borne by the donor.
- d) Each time a donation is received; it will be properly acknowledged and recognized by the School.
- e) The Director will approve community fund raising to support charities in the community as part of the School's mission to promote better community understanding.

The approval of the Director and Board of Trustees is meant to ensure that all fundraising activities are consistent with the School's mission and that the school and its representatives are being financially responsible.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY-LAWS: Article X

CROSS REFERENCES:

1009 Board Member Conflict of Interest

5110 System of Accounts

5310 Gifts and Bequests

### **5320 U.S. Government Grants**

The Board of Trustees recognizes that the United States Department of State Office of Overseas Schools and Diplomatic Security are active supporters of ISD. The Department of State annually provides support money worldwide through grant programs. The grant funds can be used to fund staff salaries, materials purchased from the United States, or for professional development. Additionally, the school can apply for funding for security projects. In receiving funds from Department of State, the School is designated as a "Department of State assisted overseas school" and will adhere to all the conditions of the grant. The Director is responsible for submitting the application and all required paperwork. The funds realized through Department of State grants shall become a part of the School's budget. This use shall be reported to the Board, and they shall be included in the scope of the annual financial audit.

ADOPTED: March 12, 2015

REVISED: Article X

ARTICLES/BY-LAWS:

CROSS REFERENCES:

5100 Annual Budget

5310 Gifts and Bequests

### **5400 Financial Aid**

In the case of dire and unforeseen financial difficulties, the Board may approve temporary tuition assistance. In the case of such an occurrence the Board will designate a specific amount and duration of such assistance. Request for such assistance will be handled on a case by case basis.

ADOPTED: March 12, 2015  
REVISED:  
CROSS REFERENCES:  
5300 Fees

### **5500 Financial Audit**

The Board of Trustees shall commission an annual financial audit performed on all School accounts. A qualified independent accounting firm shall complete the audit. Upon completion, the auditor shall submit his/her opinion about the financial statements and a management letter commenting about identified internal control deficiencies, compliance with key financial policies and overall financial management practices to the Board of Trustees. The audit and review will be performed under International Standards of Auditing. Normally no single accounting firm shall perform the School's audit for more than three successive years. Letters of Proposal shall be solicited from several qualified accounting establishments based upon an approved list provided by the appropriate Board Finance Committee. The initial engagement may be renewed up to an additional two years with the approval of the Board of Trustees.

The Finance Committee shall recommend an accounting firm to be used for the current year's audit. No later than the April meeting, the Board must select an accounting firm. No later than the May 15, the Finance Committee should accept the firm's proposed audit plan. The approved auditors shall begin their work before June 30 and complete the audit before September 1. The draft audit report and accompanying management letter shall be reviewed and approved by the Finance Committee. Any recommendations included in the audit, shall have a School management response appended. The final audit report and accompanying management letter shall be presented to the Board of Trustees for acceptance of the annual audit report into its minutes.

The recommendations of the auditors are to be considered mandatory for implementation unless the Finance Committee approves a recommendation from the Director that acceptance is not in the best interest of ISD. The Director will update the Board on the progress of the implementation of outstanding management recommendations, as part of monthly financial reporting at Board meetings.

ADOPTED: March 12, 2015  
REVISED:  
ARTICLES/BY-LAW REF.: Section IXC.  
CROSS REFERENCE:

## **5600 Purchasing Authority**

### **5600.1 Responsibility**

It is the responsibility of the Director to insure that quality merchandise and services are provided as economically as possible. The ISD business office will serve as the purchasing agent for the school. This office will develop all necessary procedures and forms for the requisition and purchase of materials, supplies, equipment and services. All purchasing transactions will be authorized on properly signed purchase orders administered through the business office. Purchasing procedures will be designed to insure the best possible price for the desired product or service. These procedures require that all purchases be made on the basis of properly approved orders, and that price quotations or bids be solicited as described below. No favoritism will be extended to any vendor. Each order will be placed on the basis of quality, price and delivery with past services a factor, all other considerations being equal. No person officially connected with or employed by the school will be an agent for or have any beneficial interest in or receive any compensation or reward from any vendor for sale of supplies, materials, equipment or services.

ISD intends to direct its commercial support to organizations that express and exhibit a responsible, conscientious, and ethical regard for working conditions and human rights, and that abide by the laws of the countries in which they operate.

ISD assumes no responsibility for any obligations or contract entered into by any ISD employee for which prior approval has not been granted in accordance with ISD policy.

### **5600.2 Capital Purchases**

The Board authorizes the Director or his/her designate, to purchase and supervise the purchasing of all goods, materials, supplies and services approved in the Annual Budget as appropriate. Purchasing will be done on a competitive basis among vendors, with the objective of obtaining the best quality at the lowest possible price consistent with the timely needs of the School. The Director is responsible for implementing and adhering to the following regulations:

- Expenditures of funds for equipment, materials, and services up to \$10,000 may be made without calling for bids.
- Contracts or expenditures above \$10,000 (or CFA equivalent) shall require three written bids.
- Make available to any Board member at any time the three bids used for choosing provider.
- Contracts or expenditures above \$500,000 (of CFA equivalent) shall require Board approval.

Materials essential to the implementation of the instructional program such as textbooks are not subject to bidding procedures.

The Director is granted authority to approve purchases and to enter into contracts for goods or services necessary for executing the approved operating and capital budgets. He/She may delegate authority to other administrators for the efficient operation of ISD.

### **5600.3 Emergency Situations**

In emergency situations, where there is an immediate threat to the physical well being of staff, students, visitors or adversely affects essential school operation, the Director is authorized to make expenditures exceeding budgetary limits that he/she deems necessary. The Director will make all attempts at reaching and obtaining advance approval from Trustees prior to any commitments, if at all possible. All such expenditures in this category must be reported to the Board of Trustees.

#### **5600.4 Payment Authorization**

Once a purchase is authorized by the Director or an Administrator, payment is considered authorized once goods or services have been received or, in some cases, prepaid and original supporting documentation is attached.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY-LAWS: Section IXC.

CROSS REFERENCES:

5100 Annual Budget

5204 Petty Cash

5210 Authorized Signatures

5610 Disbursement of Funds

#### **5610 Disbursement Of Funds**

##### **5610.1 Disbursement Policy**

The Board of Trustees, according to accepted accounting conventions, expects that all disbursements will be allocated to the proper account in an approved budget. All school payments to be made within the approved budget must be authorized by the Director or his designees.

##### **5610.2 Payments**

Payment of invoices must be made in a timely fashion so that late payment charges are avoided. All payments can only be made if all original supporting documentation is attached, including:

- Approved purchase order, if applicable.
- Evidence of receipt of goods or services.
- Original invoice. In exceptional circumstances a copy may be treated as original, provided the copy is annotated with the following: "Treat as Original" and is signed by the Director or his/her designee.
- Approved payment request.
- Other applicable documents.

No employee may approve a payment to himself or herself.

##### **5610.3 Payroll**

Proper payroll procedures will be established by the Director to ensure payments are made in accordance with Board policy, negotiated agreements, signed contracts, and within budgetary limits. Compensation records maintained by the business office will reflect an accurate history of the compensation and related benefits accorded each staff member.

Each August, the Director will establish and publish the payday schedule for the upcoming school year.

##### **5610.4 Travel Expenses and Reimbursements**

School staff members who incur expenses carrying out authorized duties will be reimbursed in accordance with the following guidelines:

- **Estimate of Costs** -Reimbursement for travel and expenses must comply with previously approved, written quotations, to include flights, accommodation, and per-diem. Any advances must be approved prior to departure, fully accounted for upon return, and supported with receipts.
- **Airfare** - for conferences, workshops, etc. will be in economy class. When the number of personnel is great enough, group rates will be explored with the school's travel agency. Receipts and used airline ticket coupons for airfares purchased from other than the school designated travel agencies are required to support expenditures.

- **Hotel** -Staff members traveling on school related business will stay in one of the conference or workshop hotels. When accommodations are not recommended, it is expected that staff members will stay in similarly priced accommodations. Hotel receipts detailing expenses are required to support expenditures.
- **Per Diem** - In addition to the actual cost of hotel and business related expenses, a per diem allowance is provided to cover staff member's meals and other incidental costs such as taxis, laundry, tips, etc. The per diem allowance is based on USG published rates. Staff members will normally receive a full day's per diem except in the cases where he/she leaves Dakar after 2:00pm or when he/she returns to Dakar prior to 2:00pm. In these two situations a staff member will receive only half of a one day per diem. Receipts for per diem expenses are not required to support expenditures.
- **Other** - Other business expenses not covered above may be included if deemed appropriate by the Director. Such expenses may include items such as: car rentals, transportation to and from the airport, hospitality/public relations, internet, printing and the purchase of materials for use by the school. These expenses may be reimbursed upon submission of appropriate receipts.
- **Excessive costs** -Persons who travel at the School's expense shall not be reimbursed for personal or excessive costs.
- **Director expenses** - The Board Chair or Vice-Chair must approve all reimbursements to the Director.

#### **5610.5 Purchasing Advances**

Advances may be given, at the discretion of the Director, for the purchase of goods and services for School related operations or for business travel. All advances must be settled within 30 days or they will be deducted from the employee's next scheduled salary disbursement.

#### **5610.6 Salary Advances**

A salary advance of up to one month's salary may be made at the discretion of and with the approval of the Director to a teacher or other employee of the school. The advance shall be repaid by salary deductions in equal thirds on each of the following three (3) monthly pay days.

#### **5610.7 Loans to Members of Staff**

The Director may authorize a loan to an overseas-hire of up to \$5,000 for the purchase of a personal vehicle (\$10,000 for teaching couples). Repayment will commence the month following the loan. Payments will be made in equal monthly installments with the total amount paid in full by the end of the current school year. In the event that either party terminates this contract before the loan repayment is complete, the balance due of the loan payments will be deducted from the final salary. This loan may ONLY be used for the purchase of a personal vehicle. The Director may approve a hardship loan of up to three month's salary to be settled within the current school year's contract. Such advances are available only one time per school year per employee.

ADOPTED: March 12, 2015

REVISED:

ARTICLES/BY-LAWS: Article X, Section IXC.

CROSS REFERENCES:

5100 Annual Budget

5104 Budget Overrides

5110 System of Accounts

5130 Financial Accountability

## **5700 Fixed Assets**

### **5700.1 Capitalization of Fixed Assets**

An asset is considered a fixed asset and capitalized when the use of the asset can be reasonably be expected to exceed one year and its acquisition cost, on an item-by item basis, is in excess of \$500. The school administration may, in special circumstances, decide to capitalize items costing less than \$500.

### **5700.2 Annual Inventory of Fixed Assets**

The school administration shall conduct annually a complete physical inventory of all fixed assets and reconcile with the fixed assets register.

### **5700.3 Disposal of Fixed Assets**

All school property that is not destroyed through use will eventually be disposed of by sale, gift, or abandonment, in a manner to the School's best advantage as determined by the Director or the Business Manager. A record shall be kept of all disposed property. Items having resale value will be sold in public sale or auctioned in accordance with applicable school bidding procedures. The Finance committee shall first review the proposed sale of any item(s) that has a potential unit value in excess of US\$ 5,000. Items deemed to have no resale value, or of insufficient value to justify the time and cost involved in selling them, may be disposed of for junk value, offered to charitable agencies, or simply disposed of at the discretion of the Director. No textbook, which is a current adoption or currently being issued to students, is to be sold or donated. Books that are not usable and for which no sale or donation market can be found, may be disposed of with the approval of the Director. Money from the sale of school property and books will be deposited in the school's general operating fund and reported in the monthly Board financial report.

ADOPTED: March 12, 2015

REVISED:

ART/BY-LAWS REF.: Section IXC.

CROSS REFERENCES:

5130 Financial Accountability



## **5800 School Closure Settlement of Accounts and the Establishment of a Trust Fund**

Dissolution of the Association is set forth in Section XIII of the Articles of Association. The association may be voluntarily dissolved as per the guidelines set forth in Part A of Section XIII. In the event of the voluntary termination and dissolution of the International School of Dakar, after all debts and obligations are settled, the remaining assets shall be distributed as decreed by the governing body of the Association, provided that none of the assets of the Association shall be distributed to or made available in any way to any individual or corporation, except to a corporation or other organization itself organized and operated exclusively for charitable, educational or scientific purposes, no part of the net earnings of which shall accrue to any private shareholder or individual; no part of the activities of which is carrying on propaganda, or otherwise attempting to influence legislation; and which does not participate in, or interfere in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

In the event of involuntary termination of the International School of Dakar, the assets shall be transferred to the custody of the Office of Overseas Schools of the U.S. State Department. The assets remaining after payment of its legal debts and obligations shall be sold or otherwise disposed of and the proceeds used to refund contributions or deposits made by Association members, providing that sufficient funds are available to reimburse all Association members equally, and any and all funds remaining shall be deposited in an account governed by a trust agreement such as those established by the United States Department of State's Office of Overseas Schools and in cooperation with an assigned "Regional Education Organization" (REO) or another such organization selected by the Board of Trustees with input, when possible, from the Association's members. Provisions shall be made in any agreement for dissolution that would allow, five (5) calendar years after the closure, for remaining money from the account to be used to underwrite costs for reopening of the school. The trust agreement will also include a provision that after five years, if the School is not reopened, any remaining money from the account will go to a non-profit entity which is organized for charitable, educational or scientific purpose.

ADOPTED: March 12, 2015

REVISED:

ART./BY-LAWS REF.: Article XIII

CROSS REFERENCES:

1012 Contingency Plan for School Closure

## **5900 Insurance**

### **5900.1 Insurance Management**

The School shall maintain adequate levels of insurance for losses through liability, fire, accident, theft and other risks and liabilities. The Director, in cooperation with the Finance Committee, will determine appropriate levels and annually review all coverage with the broker or insurance companies. The Director will annually present to the Board the details of insurance coverage in association with the review of the School's reserves. The policy objective shall be to obtain "best protection at commercially reasonable rates."

Insurance quotes shall be requested by bids. Insurance coverage and carrier should be selected based on the best protection for the school, its students, its personnel and its property.

### **5900.2 Types of Insurance Required**

The following types of insurance shall be carried, in amounts approved by the Board:

- a) Fire, Lightening and earthquake for school owned contents on the school grounds, or in rented facilities including staff housing.
- b) Robbery, burglary, theft of school money, supplies and equipment in all school owned and rented facilities.
- c) Fidelity Bond -All individuals who handle ISD funds must be covered in a blanket fidelity bond that indemnifies ISD against loss.
- d) Public Liability covering premises and operations.
- e) Comprehensive vehicle insurance including the Director's vehicle, School buses and maintenance vehicles.
- f) Field trips
- g) Group Medical Insurance and long term disability for teachers, administrators and eligible dependents.
- h) Professional Liability Insurance coverage will be provided for Board members, Director, and staff members acting on behalf of ISD.
- i) It is the responsibility of parents to provide health and accident insurance for their children.

ADOPTED: March 12, 2015

REVISED:

CROSS REFERENCES:

1012 Contingency Plan for School Closures