

# American International School of Bamako

**“Excellence in education since 1977”**

## **Policy Manual**

Includes:  
Articles of Association  
By-Laws  
Policies of the School



**Produced: January 2008**

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# **AMERICAN INTERNATIONAL SCHOOL ASSOCIATION, BAMAKO**

## **ARTICLES OF ASSOCIATION**

### **ARTICLE I – NAME OF ORGANIZATION**

The name of this association shall be American International School Association, Bamako.

### **ARTICLE II – SPONSORSHIP**

The American International School of Bamako shall operate under the sponsorship of the U.S. Embassy of Bamako.

### **ARTICLE III – PURPOSE**

The purpose of this association is to provide for adequate educational opportunities for the dependents of the English-speaking community of Bamako, and for other children who meet the criteria for admission to the school as determined by the Board of Directors of the Association.

### **ARTICLE IV – SCHOOL**

The school operated by the Association shall be known as the American International School of Bamako or A.I.S.B.

### **ARTICLE V – MEMBERSHIP**

The parents or guardians of AISB students, along with the Director and Faculty, comprise the ASIB Association. (Amended: 12/91)

### **ARTICLE VI – GOVERNING BODY**

1. The governing body of the Association shall be a Board of Directors to be selected in a manner prescribed in the By-Laws.
2. The terms, rules, officers and authority of the Board of Directors shall be set forth in the By-Laws.
3. General membership meetings of the Association shall convene at least annually, and the Board of Directors shall meet as outlined in the By-Laws.
4. The major responsibilities of the Board of Directors are as follows:
  - a. Operate a school for the education of eligible children and/or, as circumstances permit, a supplementary instruction program to augment the program of any other school(s) in which children may be enrolled.
  - b. Select and employ competent administrative and educational personnel to develop and conduct the necessary educational programs.
  - c. Develop and adopt policies for the effective management of the educational programs and school facilities.
  - d. Manage funds received through tuition, student fees, grants, gifts, and other sources for the implementation of the educational programs and maintenance/development of the school facilities.

### **ARTICLE VII – NON-PROFIT, NON-DISCRIMINATORY CHARACTER**

The American International School Association of Bamako shall be non-profit, with no part of its net earnings to benefit any private shareholders. It shall not engage in propaganda, or otherwise attempt to influence legislation; nor shall it participate in, or intervene in (including the publication or distribution of statements of) any political campaign on behalf of any candidate for public office. It shall not discriminate on grounds of race, creed, sex or national origin.

### **ARTICLE VIII – DISSOLUTION**

In the event of termination or dissolution, the assets will be distributed as decreed by the Board of Directors of the American International School Association of Bamako, provided that none of the assets of the Association will 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 for non-profit educational purposes, no part of the net earnings of which inures to the benefit of any private shareholder or individual.

### **ARTICLE IX – AMENDMENTS OF ARTICLES AND BY-LAWS**

1. The Articles of Association and its By-Laws shall govern this Association.
2. The Articles of the Association or the By-Laws may be amended by a two-thirds vote of voting members represented at a general membership meeting of the Association provided a quorum is present. The text of the proposed amendments shall be furnished to the Board of Directors at least 10 days before the Board meeting at which it is proposed to consider them. Then the Board shall send the text of the proposed amendments to each member of the Association at least 10 days before the general meeting.

Adopted: December 10, 1976  
Amended: May 29, 1977/June 5, 1977

Amended: May 7, 1985/September 24, 1985  
Amended: December 15, 1998

## AMERICAN INTERNATIONAL SCHOOL ASSOCIATION, BAMAKO

### BY- LAWS

#### I. BOARD OF DIRECTORS

1. The Board of Directors shall consist of seven members, four American and three non-American. This ration may be altered only if the required number of Americans or non-Americans is not available to stand for election.
2. The Chairman of the Board shall be a voting member. (Amended: 05/07)
3. Board members shall be elected for either a one or a two-year term. Candidates for Board elections must announce their preference during the nomination process. Newly-elected members assume, and retiring members relinquish, their duties upon the announcement of the election results on the day of the election. Members can be re-elected provided they meet the eligibility criteria. (Amended: 05/98)
4. If a vacancy occurs during the school year the Board may appoint a replacement, provided that the appointee meets the normal criteria for eligibility and that the ration at (1) above is maintained.
5. Members of the Board shall be parents or guardians of full or partial fee-paying students at AISB. They may not be employees of the Association (or vice versa) and may not apply for employment by the Association without having previously resigned or otherwise terminated their membership of the Board. Members of the immediate families of Board members may not be full-time employees of the Association (or vice versa). Any Board member whom no longer meets these criteria shall resign his Directorship immediately.
6. Any member may be removed from the Board for improper performance or neglect of duties by a two-thirds majority of members present at two consecutive monthly Board meetings.
7. The American Embassy in Bamako shall be invited to designate an ex-officio, non-voting Representative to the Board.

#### II. ELECTIONS

1. Board elections shall take place at a meeting of the Association, to be held sometime during the first two weeks of May. The number of candidates standing for election will depend on the number of members whose terms are expiring. Should the number of vacancies be less than seven, the Board will inform the Association of the number of American and non-American seats available, following By-Law (1). (Amended: 12/90)
2. Candidates shall be nominated by two Association members and shall meet the criteria stated at Section I paragraph 5 above. Applications shall be submitted to the Secretary of the Board in writing at least one week in advance of the date for the election. All nominations to be valid shall be supported by a signed statement from the candidate that he/she is willing to stand for election.
3. If the total membership of the Association is seven or less, or if there are less than seven members of the Association who meet the criteria for eligibility (Section I paragraph 5), the whole Association may, at its discretion, serve as the Board of Directors.
4. Each member may cast one ballot indicating his selection of candidates equal to the number of positions to be filled. Ballots indicating a selection of candidates less or more than the number of vacancies to be filled shall be declared void. Those candidates receiving the highest number of votes shall be deemed elected. In case of a tie vote for the last remaining vacancy a runoff election shall be held immediately. The ballots shall list separately American and Non-American candidates.

#### III. POWERS OF THE BOARD

1. No individual Board member has any authority to act except in meetings of the assembled Board, or by specific designation of the Board.
2. The Board shall establish and implement policies pertaining to the areas of responsibility designated in the Articles of Association.
3. The Board shall convene annual general meetings of the Association and may, at its discretion, convene special meetings of the membership,

4. The Board may establish committees at its discretion, which may include non-Board members. Such committees may in turn appoint their own officers provided that the chairman is a Board member. The function of such committees shall be to make recommendations to the Board.
5. The Board shall make its policies and regulations for the operation of the school available to parents and staff and these shall be binding on the parents, students and staff until amended by the Board.

#### IV. OFFICERS OF THE BOARD

1. The Board shall appoint its own officers, to include the Chairman, Vice-Chairman, Secretary, and Treasurer. These appointments may be modified at any time. (Amended: 12/90)
2. The Board by resolution not inconsistent with these By-Laws, may define the duty of its officers. No salaries or other compensation shall be paid for services as a Board member, except that reimbursement may be made for reasonable expenses incurred in connection with such service.
3. The Chairman shall preside at Board and Association meetings. The Vice-Chairman shall perform the Chairman's duties in his absence. Upon authorization of the Board, the Chairman shall sign all contracts and instruments binding on the school. (Amended: 12/90)
4. The Treasurer is responsible for the Association's finances. He shall present the annual budget to the Association, making it available to all Association members in advance of the presentation. Upon authorization of the Board, the Treasurer shall make all payments of funds. (Amended: 12/90)
5. The Secretary shall keep the minutes of all meetings of the Board, shall be responsible for the distributing minutes and notices of meetings, and shall maintain correspondence on behalf of the Board.
6. The Member(s) at large shall perform duties designated by the Board.

#### V. MEETINGS OF THE BOARD

1. The Board shall meet at least monthly during the school year at times and places designated by the Chairman. A majority of the voting members of the Board shall constitute a quorum for the transaction of business.
2. A special meeting of the Board shall be called by the Secretary at the request of the Chairman of the Board or any two members of the Board.
3. Confidential matters shall be considered in executive session and a record of any decisions taken shall be kept on file available only to Board members.
4. Any member of the Association may attend a Board meeting and may present his/her views on any subject under consideration by the Board. The Board may, at its discretion, open its meetings to employees and other non-members.
5. The minutes of the Board shall be kept available for any member of the Association or its employees.
6. There shall be no voting by proxy at Board meetings.

#### VI. MEETINGS OF THE ASSOCIATION

1. Each Association Member shall have one vote.
2. A voting member may present his written proxy on a form prescribed by the Board to another voting member. However, no member may cast more than one proxy vote.
3. A duly constituted quorum consists of a majority of Association members, whether in person, by proxy, or by absentee ballot.
4. The Board provided a minimum of 10 days' notice is given can call a special meeting of the Association at any time.
5. The annual General Meeting of the Association shall be held during the month of May, not later than May 15th. (Amended: 5/91)

VII. FINANCES AND REPORTS

1. The Board shall ensure that all monies are receipted for and that all monies, instruments of value and evidence of property belonging to the Association shall be safely kept.
2. The Treasurer, for which purposes the fiscal year shall begin August 1 and end July 31, shall present an annual statement of the accounts. (Amended: 9/89)
3. The Board shall have an annual external audit made of the accounts, which shall be kept, on file. A report of such audit shall be made at the annual general meeting of the Association.
4. The Chairman at the annual general meeting of the Association shall make a report of the activities of the Board.

VIII. MEETING PROCEDURE

Robert's Rules of Order will apply to the procedure at meetings except when these would conflict with the provisions of the Articles of Association and the By-Laws.

Adopted:	December 10, 1976
Amended:	May 29, 1977
Amended:	October 19, 1977
Amended:	May 7, 1985
Amended:	September 24, 1985
Amended:	September 26, 1989
Amended:	December 15, 1990
Amended:	May 15, 1991
Amended:	May 14, 1998
Amended:	May 9, 2007

## **POLICY MANUAL**

### **Section 1 - PHILOSOPHY**

The American International School of Bamako (AISB) is a non-sectarian, non-profit, privately-funded, tuition-based, Pre-Kindergarten through Eighth Grade School operating under the sponsorship of the American Embassy. Accordingly, the school is based upon the American Educational System, is organized in a manner consistent with comparable schools, and the basic school program is taught in English. However, we believe that the school has inherent international qualities due to its setting in the Republic of Mali, in French speaking Africa, and due to the diverse international backgrounds of the school population. We believe that modifications to the basic American program to complement the school's international setting and population are necessary. These modifications may include but are not limited to, French Language instruction, English as a Second Language instruction, and inclusion of Malian culture, history and geography in the curriculum.

All students at AISB will have an equal opportunity for education consistent with their individual capabilities and within the scope of the school's resources. A child's development should be progressive with emphasis on socialization skills in the early years, concrete operations in the primary school years, and advancement toward abstract thinking as the child grows older. AISB provides an education with a strong foundation in basic skills including receptive and expressive communication skills and problem solving. Effective communication skills must be demonstrated on all school levels and in all areas of study. AISB strives to empower students to be contributing members of the international community, show respect for different genders, races, creeds and cultures and enable students to envision new possibilities in an ever changing world.

#### **Intellectual growth:**

Emphasis is given to the development of personal values and thought processes which allow students to think and express themselves clearly and logically. Problem-solving, independent thinking, exploration, self-expression, and experimentation will be facilitated with the use of contemporary materials and current technological tools. Educational theories are constantly being explored by the students, staff, and community to determine which are best for AISB.

#### **Cultural growth:**

Through the daily experience of its cultural diversity, AISB encourages students to think of themselves as citizens of the world. They are helped to understand and appreciate the cultural, social, economic, and political ideas and practices of their home countries. They are encouraged to appreciate and participate in the arts and literature of all cultures, particularly those of Africa and more specifically those of their host country, Mali.

#### **Social growth:**

Personal development is the process of learning to be a responsible individual who is capable of adapting to a changing society. We believe that all aspects of the school community provide opportunities to introduce, re-enforce, and clarify values. School activities foster responsible social interaction in an atmosphere of mutual respect, friendship, and understanding. The school encourages development of, respect for, and involvement in one's community. Exposure to cultural pluralism enhances the students' international awareness.

#### **Physical growth:**

Students are instilled with a high regard for physical and mental health in order to lead energetic wholesome and productive lives. Each child is constantly adjusting to his/her own developmental changes (height, weight, strength, and intellectual capabilities). The physical development of a child can best be accomplished through an understanding and acceptance of one's body as gained through study and various experiences in the areas of healthy, physical education, and the life sciences.

#### **Educational growth:**

Each child is encouraged to develop his/her own personality in a positive way. The school acknowledges that the emotional development of a child depends on self-respect and respect for others. AISB strives to create an atmosphere of respect in order to prepare each student for his/her personal experimentation and challenges. The school recognizes each student as a unique individual with dignity and worth.

AISB believes that it presents a unique learning experience. Education is a cooperative endeavor involving children, professional educators, parents, and the community. Children need to be challenged in the classroom and then assisted and encouraged to meet the challenges in a creative way. Each child will be helped to meet his/her full potential with the support of the school community.

(Adopted: 12/98)

## **Section 2 - BOARD OF DIRECTORS**

### **201 BOARD PLANNING AND EVALUATION**

The Board of Directors will annually evaluate itself in writing no later than the last meeting of the current Board's term of office. The evaluation process will include goals, as mutually agreed, to be developed no later than 30 September of the new school year. The process shall include a performance self-evaluation checklist to be completed by the Board and by the Director.

In addition, the Board shall organize itself into committees as soon as possible at the start of the Board's new term of office. Each committee shall develop goals to be presented to the Board no later than the October Board Meeting. The committees will evaluate their work at the end of the Board year on the basis of completion of the goals and highlight lessons learned. A written evaluation report from each committee will be presented to the Board at the last meeting of the current Board.

The Board Chair will write a final evaluation of the Board as a whole and present it to the Board at the last regular meeting of the current Board.

The committee evaluations and the Chair's evaluation will be passed on to the next Board and committees at the first meeting of the new Board. (Approved: 02/98)

### **202 EVALUATION OF THE DIRECTOR**

The Board of Directors will annually evaluate the Director in writing no later than 01 May of the current school year. The evaluation process will include goals as mutually agreed and developed not later than 30 September of the new school year. The process shall include a performance evaluation checklist to be completed by the Board, a self-evaluation report written by the Director, and the process shall include professional staff input. The performance evaluation will be kept confidential by the Board of Directors. (Approved: 04/98)

### **Section 3 - ADMINISTRATIVE RESPONSIBILITIES**

The Board of Directors is responsible for the recruitment and hiring of the Director. Applicants are judged on evidence of professional and personal qualifications, including educational background and experience. Confidential information may be obtained from personal interviews, written recommendations and placement office records. The Director employed shall be experienced, possessing at least a Master's Degree and an administrative credential.

After a full search and consideration of applicants, a suitable candidate or candidates shall be invited for a personal visit and interviews at AISB at the school's expense if possible.

The Board of Directors is responsible for negotiating a contract of employment with the Director. Such a contract shall be based upon policy guidelines outlined in Section VIII. (Revised: 12/90)

#### **301 RESPONSIBILITIES OF THE DIRECTOR**

The Board of Directors delegates administrative responsibilities to the Director. The Director shall execute the policies and regulations of the AISB and is responsible for the organization, operation, and administration of the total school program. (Revised: 12/90)

The Director shall be the professional and administrative leader of the school. Within the limits of established policy s/he shall make the decisions involving the activities and personnel of the school. S/he shall organize the school and its employees into an efficient, democratic and cooperative institution of professionals. His/Her 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 his/her discretion but, in every instance, s/he is responsible for the proper conduct of the school and its program. The Director is responsible to the Board of Directors for the proper fulfillment of his/her duties.

#### **302 PHYSICAL EXAMINATION**

No Director may begin work until presenting a satisfactory medical report prior to the start of school. Thereafter, all personnel must undergo an annual physical examination to be submitted by August 31st. The Board may require that certain additional tests be undertaken. This requirement will be at the expense of the school.

#### **303 DUTIES**

The Director shall be responsible to the Board of Directors and shall act under its direction for the following:

##### **303.1 BOARD POLICIES**

The Director shall make recommendations and provide information to permit the Board to formulate policy. S/he shall be responsible for executing Board policies.

##### **303.2 REPORT TO BOARD**

The Director shall evaluate and report regularly to the Board on the school's general administration, its instructional program, and professional services of the school staff.

##### **303.3 PERSONNEL**

The Director shall advise the Board of Directors on all matters relating to the salaries and classification of staff members. The Director shall inform the Board of Directors on all matters relating to the recruitment, appointment, transfer, promotion or dismissal of staff members. All matters pertaining to personnel shall be referred to the Director. The Director has the authority to hire, dismiss and/or retain staff members. (Revised: 12/90)

##### **303.4 TERMINATION OF TEACHING CONTRACT**

The Director is responsible for staff hiring and firing, and therefore has the authority to terminate a teacher contract on the basis of unsatisfactory performance as determined by observation and evaluation. (Evaluation procedures are outline in Section 411). The teacher must be notified in writing of contract termination (see Section 511). A teacher disagreeing with this decision shall be encouraged first to resolve the issue with the Director. S/he then may make a direct written appeal to the Board of Directors. (Grievance procedures are outlined in Section 512.1)  
(Revised: 12/90)

### **303.5 SUBSTITUTES**

The Director shall maintain a list of approved substitute teachers and shall arrange as soon as possible any necessary substitute teaching when regularly employed teachers are absent.

### **303.6 TEACHER MEETINGS**

The Director shall plan and schedule faculty, grade level, or subject meetings essential to both administrative efficiency and the improvement of instruction.

### **303.7 ADMISSION**

The Director shall admit students in accordance with the policies of the Board of Directors.

### **303.8 CLASSIFICATION**

The Director shall be responsible for placement, promotion, and graduation of students.

### **303.9 INSTRUCTIONAL PROGRAM**

The Director shall be responsible for all phases of the instructional program including development of curriculum guides, adoption of textbooks, selection of instructional media and library books, organization of in-service programs, and maintenance of high standards. S/he shall make budgetary recommendations to the Board as appropriate. (Revised: 12/90)

### **303.10 RECORDS AND REPORT CARDS**

The Director shall establish a system of reports, records, and forms to be used in the school, including reports to parents on the progress of their children.

### **303.11 STUDENT BEHAVIOR**

The Director shall be responsible for enforcing the student behavior policies of the Board of Directors. (Adopted: 11/96)

#### **SUSPENSION OF STUDENTS**

The Director 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 Board of Directors. The Director is responsible for contacting the parent or guardian and chairman immediately after a student is suspended. For each suspension, a letter must be sent to the home and a copy to the Chairman of the Board of Directors listing the reasons for suspension, period of suspension, instructions to be followed by the student during the suspension period, and a request for the parent or guardian to confer with the Director. While under suspension, the student shall not attend or participate in any activity sponsored by the school. A suspended student shall not be readmitted to the school unless he is accompanied by a parent or guardian.

#### **EXPULSION OF STUDENTS**

The Director shall have the authority to expel students in the case of very serious and/or chronic offenses. This action shall be taken only after due consideration and consultation with the appropriate teacher(s) and/or school employee(s), the parent(s) or guardian, and the student. The Board shall receive written notice of all expulsions prior to, or concurrent with the expulsion. The parents shall have the right to appeal the decision of the Director to the Board. The appeal must be in writing and addressed to the Chairman of the Board. (See also Policy 901.2)

### **303.12 FINANCE**

The Director shall take the initiative in preparing the annual budget in consultation with the Treasurer for presentation to the Board of Directors. S/he shall analyze and interpret to the Board long-range needs and proposals. S/he shall supervise the activities of the business department to ensure compliance with the policies set forth in Section V. S/he shall provide monthly budget updates to the Treasurer. (Revised: 12/90)

### **303.13 SCHOOL FACILITIES**

The Director shall analyze and submit recommendations to the Board of Directors regarding school needs including maintenance and repairs and new construction when appropriate. (Revised: 12/90)

### **303.14 INVENTORY RESPONSIBILITY**

The Director shall be responsible for establishing a system of inventory of nonexpendable instructional supplies and equipment, excluding paperback books, to insure that all items are accounted for at the beginning and at the end of the school year.

### **303.15 RESPONSIBILITY FOR SCHOOL PROPERTY**

The Director shall assume custodial responsibility and establish regulations to assure proper care and maintenance of the buildings along with furniture, books, instructional equipment, and supplies.

### **303.16 DAMAGE TO SCHOOL PROPERTY**

The Director shall notify the Board of Directors of loss or damage to school property.

### **303.17 SUPERVISION OF PLANT**

The Director shall be responsible for the proper supervision of the school buildings and the school grounds.

### **303.18 FIRE PRECAUTIONS**

A fire drill shall be held at least once per term. During the drill the teachers and students shall leave the buildings and the Director shall check the time of the drill. It is the duty of the Director to ensure that fire-fighting equipment is correctly placed on the school premises and that this is kept in good working order. The execution of drills should be included in the Director's report to the Board of Directors.

### **303.19 VIOLATION OF RULES**

The Director shall report immediately to the Chairman of the Board any willful violation of rules of the Board of Directors by any employee.

### **303.20 REPORTS TO PUBLIC**

The Director shall direct a program for keeping parents informed of school developments and problems.

### **303.21 PUBLICATIONS AND PRESS RELEASES**

All official articles, publications and press releases pertaining to AISB or any of its activities shall be cleared through the Chairman of the Board of Directors before being released, excluding routine notices.

### **303.22 OTHER DUTIES**

The Director shall perform such other duties as set forth elsewhere in these rules, or as may be prescribed by the Board of Directors.

## **304 TERM AND SALARY**

The Director shall be appointed by the Board of Directors for a term specified in the contract. The Board of Directors may at its discretion and with the agreement of the Director renew a contract in one or two increments. The salary of the Director shall be fixed by the Board and shall be payable in twelve monthly payments per year.

The Director's salary will be subject to direct negotiations with the Board of Directors.

### **304.1 VACATION PERIODS**

The Director's holidays are those scheduled on the school calendar, as well as any local or special holidays that are called during the academic year. The dates of these vacations are specified in the school calendar, which is set annually by the Board. The Director will stay two weeks after the close of school, and return two weeks before the start of the school year. During all vacations the Director shall leave specific contact details (and be prepared to return during emergencies).

### **304.2 DIRECTOR'S LEAVE**

The Director is hired on a twelve-month basis. Annual leave and travel day allowance shall be agreed upon between the Board of Directors and the new Director and shall be included in the written contract.

### **304.3 DIRECTOR'S HOURS**

The Director shall normally be on duty during school hours. S/he will maintain regular office hours to be able to meet with the public and with professional staff. These hours may be adjusted when school is not in session. The Director shall devote such other time as is necessary to fulfill his/her responsibilities.

### **304.4 ANNUAL SALARY ADJUSTMENT**

The annual increase in the Director's salary will be specified in the contract.

### **304.5 EVALUATION OF THE DIRECTOR**

The Board of Directors will present a written evaluation of Director's performance by May 1 annually.

### **304.6 CONTRACT RENEWAL**

The Director's contract is renewable for additional two-year extensions. Whenever possible, the Director shall be notified concerning contract renewal by June 1 of the year prior to the final contract year. The Board may impose a time limit for signing a contract after presentation.

### **305 DIRECTOR'S OUTSIDE EMPLOYMENT**

The Director shall devote his full time, skill, labor, and attention to the discharge of his duties during the term of the contract. He may, however, undertake consultative work, speaking engagements, writing, lecturing, or other professional duties, obligations and activities without remuneration, so long as such activities do not interfere or conflict with the full and faithful discharge of the Director's duties and responsibilities.

Advance written approval of the Board is required for any remunerative activities.

(Adopted: 04/98)

## **Section 4 - PROFESSIONAL STAFF**

### **401 PROFESSIONAL STAFF RECRUITMENT AND SELECTION**

The Director is responsible for selecting appropriately qualified individuals to fill the professional staff positions so established. The Director shall establish recruitment and selection procedures to maintain an exemplary professional staff to carry out the program of instruction.

The Director is authorized to recruit the qualified staff in the manner that he/she deems most effective in recruiting high-quality professionals. This may include recruiting trips to the U.S. and/or other sites.

Applicants are judged on evidence of professional and personal qualifications, including educational background and experience. No person regardless of race, color, creed, religion, sex, age, sexual orientation or national origin will be denied the benefits of, or be subject to discrimination in hiring practices at AISB. Confidential information may be obtained from personal interviews, written recommendations and placement office records. If possible each applicant being considered for employment as a teacher shall have personal interviews with the Director. Professional staff are selected from among qualified applicants in Mali, and when appropriate, from abroad. Teachers selected from qualified applicants in Mali are qualified as local hire. Teachers recruited outside Mali may be offered overseas hire status as approved by the Board of Directors. Teachers shall be experienced, possess a Bachelor's Degree or equivalent, and a teaching credential. A Master's Degree is desirable. These requirements may be waived for local hire teachers as deemed appropriate by the Director. (Revised: 04/91) (Revised 03/07)

### **402 OVERSEAS HIRE PERSONNEL**

The number of overseas hire positions will be determined by the Board of Directors. No overseas hire positions will be offered without the expressed prior approval of the Board of Directors. (Revised: 04/91)

**403** (Removed: 11/07)

### **404 TEACHER CONTRACT**

Acceptance of the contract signifies the teacher's willingness to comply with all rules and regulations of the school administration and with the decisions and policies of the Board of Directors. (Adopted: 12/96)

### **405 PERSONNEL FILE**

Each teacher shall have on file in the Director's office a copy of: placement records, college transcripts including degrees earned, teaching certificate, or credentials. Teachers will be placed in the salary scale column based on documents provided. Column placement may be changed at the time additional documentation is provided. Changes in column placement will not be retroactive.

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

Any certified employee may examine his/her 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 certificates or credentials.

The personnel files are the property of AISB. Access to the files is restricted to official use by the Director or, with the Director's specific permission, to school employees as appropriate, or to representatives of accrediting or other agencies which have a legitimate need to verify an employee's training, experience, and performance on the job. The Board shall have access to copies of relevant school records in executive session and only in regard to performance evaluation and/or a grievance procedure. (Adopted: 11/98)

### **406 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.

The Board shall adopt annually, upon the recommendation from the Director, a general staffing plan for the program of instruction offered by the School. (Revised: 12/90) (Revised 03/07)

### **407 TEACHING DAY AND TEACHING YEAR**

The instructional day is to be a minimum of 3 instructional hours per day for pre-Kindergarten, a minimum of 4 instructional hours per day for Kindergarten, and a minimum of 5 instructional hours a day for grades 1 and above. The duty day for full-

time teachers is designated by the Director and as a minimum shall include 15 minutes before classes begin until a minimum of 15 minutes after student dismissal. Part-time teacher's hours are designated by the Director and include an appropriate time period in advance of and after instructional responsibilities. In addition to classroom teaching responsibilities, assignments may include additional appropriate duties designated by the Director. Adjustments in the instructional day may be made by the Director with approval of the Board of Directors, according to the needs of the school.

The official school calendar is approved by the Board of Directors and includes a minimum of 170 instructional days, with a target of 175 instructional days and a maximum of 195 teacher duty days. (Revised: 02/97) (Revised 03/07)

#### **408 TEACHER ABSENCE**

A teacher who is absent because of personal illness or other emergency must contact the Director and request a substitute. Contact shall be made the preceding day whenever possible; when not, it shall be made by 7 AM in order that a substitute may arrive in time to take charge of the class.

Course of study, lesson plans, record books, and seating charts shall be kept together where they are easily available to substitutes. This information shall be kept current and shall include special notes which may prove valuable to a substitute.

#### **409 PERSONNEL PROBLEMS**

Teachers may face problems of an individual nature which relate to the proper and equitable interpretation of Board rules and regulations or to just and equitable treatment. Teachers shall present the problem and/or suggestion to the school Director. The Director shall respond within ten (10) working days. Final resolution of the problem should occur within a reasonable time span. If the problem is not resolved in a satisfactory manner, the teacher may appeal to the Board of Directors.

#### **410 GENERAL RESPONSIBILITIES OF TEACHERS**

Teachers are not only responsible for individually assigned duties, but also have a role in the overall development of the school. There shall be a balance between professional autonomy in the classroom and the need to comply with school policies. As members of a profession, teachers should realize there will be occasions, beyond the normal school day, when their services will be needed for various educational activities. They will be expected, therefore, to participate when called upon in such meetings, staff development activities as curriculum improvement, study programs, school community projects and extracurricular activities. (Adopted: 04/25/06) (Revised 03/07)

##### **410.1 CLASSROOM MANAGEMENT**

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

##### **410.2 LESSON PLANS**

Teachers are expected to prepare written lesson plans based on the approved guides and textbooks. These plans should be prepared one week in advance.

##### **410.3 TEACHERS MEETINGS**

Teachers shall attend faculty meetings and workshops as required by the Director.

##### **410.4 PROFESSIONAL IMPROVEMENT**

Teachers shall be responsible for continuously seeking ways to improve the effectiveness of the instructional program.

##### **410.5 SAFETY**

Teachers shall be responsible for encouraging safety and accident prevention at school. Teachers 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.

##### **410.6 FIRE DRILLS**

During the first week of school each teacher is responsible for the organization of his/her class or classes to comply with fire drill instructions. All teachers shall familiarize themselves with the location and use of the fire fighting equipment.

##### **410.7 ACCIDENTS**

All accidents in which injury occurs, or may have occurred, shall be reported immediately to the Director.

##### **410.8 SUPERVISION**

Teachers are specifically responsible for the supervision and the conduct of the students in their classroom and in their activities during normal school hours. They are also responsible for the general supervision of all students on the school

campus whether during assigned duty times or at any appropriate or necessary time(s) or school activity. (Adopted: 12/96)

#### **410.9 STUDENT DISCIPLINE**

Teachers shall encourage self-discipline and deal with infractions or regulations in a fair objective and mature manner. Corporal punishment is prohibited. Where appropriate, discipline problems shall be fully reported to the Director.

#### **410.10 CARE OF SCHOOL PROPERTY**

Teachers are responsible for instruction the students in the general care of all school property. Loss of or damage to school property shall be reported to the Director immediately.

#### **410.11 STUDENT RECORDS**

Teachers shall maintain records of student progress, achievement, attendance, and other records requested by the Director. Information in the student's file may be given only to the parent or person designated by parent in writing.

#### **410.12 REPORTING STUDENT PROGRESS**

Progress reports, letters to parents, and report cards shall be employed as reporting devices. Parent/teacher conferences will be scheduled at the end of the first trimester. Additional parent/teacher conferences may be requested as needed by either the parent or teacher.

#### **410.13 TUTORING**

Upon written approval by the Board, teachers may tutor students during non-school hours. The AISB facilities may be used for tutoring if requested by the teacher and approved by the Board. Teachers may charge a fee for tutoring students not enrolled in their classes.

#### **410.14 USE OF NON-SCHOOL MATERIAL**

Materials from sources outside the school may not be distributed to students without prior approval of the Director. Materials of a sectarian nature shall not be accepted.

#### **410.15 CLASS TRIPS**

Class trips must be approved by the Director. The teacher/s in charge shall make plans in advance for permission to be obtained. Written approval from parents for child/ren to attend class trips shall be kept on file in the office. On the trip the teacher in charge shall take along a first aid kit and a list of all students attending.

#### **410.16 PUBLICATIONS AND CORRESPONDENCE**

School publications and correspondence issued in the name of the school must be approved by the Director.

#### **410.17 SENSITIVE INSTRUCTIONAL TOPICS**

The Director approves inclusion of potentially sensitive topics (e.g. sex education, drug awareness) in the curriculum. Parents are informed during orientation that such topics may be part of the course of study, or upon receiving an orientation packet. They are provided with a reminder two weeks before the topic is taught, at which time they are asked either to sign a consent form or to submit a written request that their child be exempted from participation. A Parent-Teacher-Director conference is necessary before exemption can be approved by the Director. (Approved: 05/96)

### **411 TEACHER EVALUATION**

The Director shall be responsible for the semi-annual evaluation of professional staff. The primary purpose of the evaluations is for professional development and curriculum review. The evaluation may be used in determining continuation or termination of a teacher's contract. The procedures for evaluation shall be as follows.

An evaluation conference shall be held where objectives are set by the teacher and the Director and a schedule for their accomplishment during the year. This evaluation conference should take place before October 31.

The Director shall make informal "drop-in" visits to become familiar with the teacher's instructional style and to observe the teacher at different times of the day and year during different activities.

The Director shall make formal, scheduled observation visits to focus especially on the objectives set above. The first observation should take place no later than December 15; the second no later than May 15.

A post evaluation conference shall be held between the Director and the teacher to discuss the evaluation observation visit. Where the Director determines that a teacher's professional performance is substandard, the Director will establish a plan and timetable for specified improvement. This shall occur before the actual evaluation report is written. The first written

evaluation shall be completed by the first day of school after January 1. The second written evaluation shall be completed by June 1. Both evaluations shall be signed by the teacher and the Director, and shall be kept in a confidential school file. A teacher in disagreement with the evaluation report or its resulting actions should use appeal and grievance procedures outlined in Section 512.1 (Revised: 04/91)

#### **412 PROFESSIONAL CONDUCT**

1. Professional staff must comply fully with the laws of Mali and with policies and rules relating to the conduct of foreign personnel in Mali; and to respect local customs and conform to a high standard of moral and ethical conduct.
2. As part of their normal duties they may instruct or have other types of frequent and intense interaction with indigenous personnel. Staff must at all times exercise discretion and judgment in their personal and professional relationships. Serious violations will be cause for contract termination.
3. AISB hold the right to exercise disciplinary measures deemed necessary and proper, including suspension without pay.

## **Section 5 - PROFESSIONAL STAFF SALARIES AND CONDITIONS**

### **501 PHYSICAL EXAMINATIONS**

No professional staff may begin work without having presented a satisfactory medical report dated no more than three months prior to the start of service. Thereafter, all personnel may be required to undergo an annual physical examination to be submitted by August 31<sup>st</sup>. The Director may require that certain additional test be undertaken. This requirement will be at the expense of the school. (Revised: 11/07)

### **502 PROFESSIONAL STAFF TERM OF CONTRACT**

The Employee shall be appointed by the Director for a contracted term of one or two years. The Director may at his discretion and with the agreement of the Employee renew a contract in one or two year increments. (see Policy 407 Teaching Day and Teaching Year) (Adopted: 04/98)

### **503 PROFESSIONAL STAFF OUTSIDE EMPLOYMENT**

The Employee is not permitted to accept employment outside of this regular assignment at AISB without prior permission of the Director. The Director will inform the Board of Directors of all permitted outside employee employment. (Adopted: 04/98)

### **504 SALARIES OF CERTIFIED EMPLOYEES**

Salaries shall be paid in accordance with salary schedules adopted by the Board of Directors. The Board of Directors shall include the following criteria in establishing the salary schedules and related benefits of professional employees:

- education and experience of prospective employee
- the cost of living in Bamako
- competition with other overseas schools
- the feasibility and/or desirability of offering personnel recruited overseas added benefits
- availability of funds

The Board of Directors shall review and approve the salary schedule for professional staff on an annual basis. (Adopted: 04/98)

#### **504.1 COLUMN REQUIREMENTS**

1. Placement in column ND (non-degree) requires a High School diploma acceptable in schools in the U.S. or the equivalent as determined by the Director.
2. Placement in column BA requires a Bachelor's degree in an appropriate field earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
3. Placement in column BA+C requires a Bachelor's degree in an appropriate field with a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
4. Placement in column BA+15+C requires a Bachelor's degree in an appropriate field with an additional 15 or more semester hours of graduate credit and a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
5. Placement in column BA+30+C requires a Bachelor's degree in an appropriate field with an additional 30 or more semester hours of graduate credit and a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
6. Placement in column MA+C requires a Master's degree in an appropriate field with a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
7. Placement in column MA+15+C requires a Master's degree in an appropriate field with an additional 15 or more semester hours of graduate credit and a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.
8. Placement in column MA+30+C requires a Master's degree in an appropriate field with an additional 30 or more semester hours of graduate credit and a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director.

9. Placement in column Ph.D. requires a Doctorate in an appropriate field with a valid teaching credential earned by standards acceptable in universities in the U.S. or the equivalent as determined by the Director. (Adopted: 04/98) (Effective: 08/98)

#### **504.2 TEACHING EXPERIENCE**

The point of entry of a teacher into the grade appropriate to his or her qualifications will be decided by the number of years of previous experience as follows:

Step 0	0 years of experience
Step 1	1 year of experience
Step 2	2 years of experience
Step 3	3 years of experience
Step 4	4 years of experience
Step 5	5 years of experience
Step 6	6 years of experience
Step 7	7 or more years of experience

(Adopted: 04/98) (Effective: 08/98)

#### **504.3 ADVANCEMENT**

Full-time teachers will receive annual one-step increments on the salary schedule for each completed school year.

#### **504.4 TEACHING YEAR**

For purposes of placement on the salary schedule, a teaching year shall be defined as service for a minimum of 75% of the days the school is in session.

#### **504.5 APPROPRIATE QUALIFICATIONS**

To be considered for the purposes of placement on the salary schedule, qualifications must be directly appropriate to the teaching assignment. No credit will be given for qualifications in unrelated fields.

#### **504.6 SERVICE TO BE CREDITED**

Only full-time teaching will be credited for the purpose of placement on the salary schedule. No credit will be given for substitute or part-time teaching or for military service. Credit may be given for full-time voluntary (e.g. Peace Corps) service where this was directly related to the teaching assignment.

The Board may, at its discretion, make exceptions to this rule in the case of a part-time teacher who has taught an average of at least 15 class hours per week over a two-year period at AISB. In such a case each two-year period may count as one full year's service for incremental purposes.

#### **504.7 TEACHERS ON STEP 20**

Step 20 represents the final increment available to teachers. Transfer to another column will only be possible where a teacher obtains the necessary upgrading. (Adopted: 04/98)

#### **504.8 UPGRADING**

Teachers who obtain additional qualifications which are directly related to their teaching assignment will become eligible for an appropriate upgrading as soon as written notification, together with a copy of the certificate, has been received by the Director. Such teacher will then move to the corresponding step in the new column of the salary schedule.

#### **505 INCENTIVE BONUS**

The Board may, entirely at its discretion and subject to funds being available, pay an incentive bonus to full-time teachers who, in the Board's opinion, warrant such payments. Grounds for consideration of such payments might include the following:

- the need to attract qualified teacher from outside Mali
- recognition of considerable additional duties undertaken by a teacher over a long period of time.

#### **506 CHILDREN OF PROFESSIONAL STAFF**

The children, of the Director and of professional staff teaching in grades pre-K through 12, shall not be charged tuition, registration, and capital development fees, and ESOL fees. Remission of fees will be prorated based on the number of teaching hours of the position. For example, a professional staff member teaching in a position, which is seventy percent of the normal teaching schedule, will be eligible to receive a remission of seventy percent of the tuition and fees for children in grades pre-K - 12. However, no such free tuition and fees payment shall be provided if such children are eligible for tuition and fees payment from any other source. If a percentage of the tuition and fees is paid by another program, only the remainder of the tuition and fees shall be free. (Revised: 12/90)

## **507 SALARY PAYMENTS**

Salary payments shall be made monthly by the first working day of the following month beginning with the end of first working month, August. Teachers will be paid monthly over a 12-month period. AISB accepts no responsibility for waiving U.S., Malian, or any other country's tax payment.

Salary pro-rata for teachers working less than a full year shall be made on a daily basis in relation to the number of teaching days in the school calendar.

(Revised: 2.02, 11/07)

### **507.1 PROFESSIONAL DEVELOPMENT**

AISB will set aside funding each fiscal year to support faculty professional development. Funds will support costs for all faculty to attend the annual AISA Conference and individual professional development, which directly enhances the needs of AISB. The amount of funding is subject to the normal Board budget approval procedures.

(Revised 2/02)

## **508 RETIREMENT CONTRIBUTION**

AISB will provide Professional Staff with an annual retirement contribution of 10% of the Employee's salary. See 1002.00. (Revised: 05/94)

## **509 SUBSTITUTES**

When the need for a substitute teacher arises the Director may engage the services of qualified persons on a daily basis. These service contracts will not be considered employment unless the period in which the person provides these services exceeds 15 consecutive school days.

Substitutes shall receive an amount to be fixed in the annual budget. Substitutes who teach 16 or more consecutive days may, at the discretion of the Director, be paid retroactively according to their placement on the salary schedule. In determining their placement, only qualifications directly relevant to the teaching assignment will be taken into account. (Revised: 10/92)  
(Revised 03/07)

## **510 CONTRACT RENEWAL**

Whenever possible, teachers shall be notified concerning employment contracts by April 1. The Director may impose a time limit for signing a contract after presentation. (Revised: 11/07)

## **511 TERMINATION, RESIGNATION AND DISMISSAL**

Acceptance of a contract is a legal and ethical commitment to complete its full term. The Director may terminate an employment agreement on presentation of forty-five (45) days written notice. Reasons for termination include flagrant violation of AISB policies, partial or full closure of AISB, decline in enrollment, unsatisfactory professional performance and improper moral, ethical or legal conduct. (Revised: 2.02, 11/07)

### **511.1 VOLUNTARY RESIGNATION**

Professional staff may resign ninety (90) days after written notice has been received by the Director. Earlier departure may be granted at the discretion of the Director. (Revised: 11/07)

### **511.2 INVOLUNTARY RESIGNATION**

If a professional staff person ends his/her employment agreement prior to the specified termination date, the decision as to whether such termination is voluntary will be made by the Director. If the Employee or an authorized dependent becomes injured or develops an illness which, in the Director's judgment would be detrimental to the Employee's ability to perform his/her duties, the Director shall consider this termination to be involuntary and the Employee and his/her dependents shall be returned to their point of origin.

### **511.3 DISMISSAL**

The Employee agrees to comply fully with the laws of Mali and with policies and rules relating to the conduct of foreign personnel in Mali; and to respect local customs and conform to a high standard of moral and ethical conduct. Unprofessional conduct, including the appearance of unethical conduct, may be the grounds for involving legal and professional sanctions and immediate dismissal.

Dismissal for extenuating circumstances described in a written notice by the Director to the Board of Directors may be deemed sufficient justification for releasing a teacher prior to the contract termination date. The Director may terminate an employment agreement for cause after informing the employee in writing. Grounds for dismissal with cause include:

- (a) failure to adhere to the AISB Policies and Regulations,
- (b) failure to follow a reasonable directive of the Director,

- (c) false statements made in the employee's application for employment,
- (d) conviction of a crime in any country which would subject the employee to imprisonment, breach of moral or ethical conduct.

An Employee may be dismissed for unsatisfactory professional performance. Cases of dismissal based upon unsatisfactory professional performance will be substantiated by signed evaluation reports. Where a teacher's professional performance is judge unsatisfactory, the Director will establish a plan and a timetable for specified improvement. If performance continues to be unsatisfactory, the Director shall notify the Board of Directors that the teacher's contract will be terminated and/or not renewed at the end of the school year. The teacher shall be notified in writing of the decision for early termination or non-renewal of his/her contract. In cases where the contract is not renewed or terminated, the teacher shall be given forty-five (45) days written notice. See Section 520 TRAVEL & TRANSPORTATION re. Repatriation of overseas hire personnel. (Revised: 6/91, 11/07)

## **512 TEACHER DISMISSAL**

The Employer may terminate this contract without cause on presentation of 45 days written notice, or on presentation of 45 days salary in lieu of notice, at the discretion of the Employer. The Employer may terminate this contract with cause without prior notice or payment. See 511.2 (a) to (c) for cause. In such cases, the Board of Directors 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 accrued under the contract.

### **512.1 RESOLUTION OF DISPUTES**

Teachers may face problems of an individual nature which relate to the proper and equitable interpretation of Board rules and regulations or to just and equitable treatment. Teachers should follow the steps noted below for submitting complaints and/or for resolving a grievance:

1. In the event of a formal complaint or grievance, the employee will, in writing, describe said complaint or grievance and submit this to his/her immediate supervisor.
2. The written document will be reviewed by the supervisor and a conference will be held, within five (5) working days, to discuss the complaint or grievance.
3. If the employee is not satisfied with the solution found with the meeting, he/she may request a hearing with the Director. The written document plus minutes of the hearing with the supervisor must be forwarded to the Director.
4. The Director will meet with the employee and the supervisor, within five (5) working days of receipt of the original written document and the minutes from the hearing, to ascertain the charges and solution to the situation.
5. If the Director is the immediate supervisor then steps 1-4 will be done by the Director. The employee would need to conduct 2 full conferences in an attempt to find a resolution before moving to step 6.
6. If the employee is still not satisfied with the solution, he/she may request a hearing to the Board in Executive Session at the next regularly scheduled Board meeting provided that the Director is notified in writing seven (7) days in advance of the meeting. The Director will then inform the Chairperson of the Board.
7. The Board will make every effort to hold a hearing within five working days of the presentation of such a request to the Board, on the premise that a quorum of elected Board members can be convened within that period of time.
8. Following such a hearing the Board will make every effort to rule on the matter within five (5) working days.  
(Revised 04/25/06) (Revised 03/07)

## **513 SICK LEAVE**

All full-time staff shall receive sick leave at the rate of one working day per month of contractual service. Sick leave credit shall accumulate to a maximum of thirty (30) working days. However, upon termination of services, unused sick leave is not reimbursable. Sick leave credit is accrued on a monthly basis. Full sick leave credit is granted only to employees who serve the complete school year and any leave indebtedness shall be deducted from the final check. Any employee who fails to serve the school for a full year will be granted the amount of sick leave accrued prior to termination.

Upon returning to school after a staff member may be required to present a physician's certificate. A physician's certificate shall be required for absence of three or more consecutive working days. (Revised: 11/07)

## **514 MATERNITY LEAVE**

A teacher is entitled to nine weeks (45 working days) maternity leave with pay after one or more years of unbroken service at AISB. Maternity leave is not considered sick leave nor can sick leave be used in connection with maternity leave, except in special circumstances as certified by a physician and approved by the Board of Directors. Leave on account of miscarriage or abortive measures shall be considered as ordinary sick leave.

Connected to new parent leave unpaid maternity leave can be discussed with the Director up to a maximum of nine more weeks, depending on the school situation.

(Revised 2.02) (Revised 10/31/06)

### **514.10 ADOPTION LEAVE**

A teacher is entitled to six weeks (30 working days) adoption leave with pay after one or more years of unbroken service at AISB. Adoption leave is not considered sick leave nor can sick leave be used in connection with adoption leave.

Paid adoption leave is available to employed teachers who are adopting a child on their own, or for one member of a couple who are adopting together. The couple can decide who will take the paid leave. The other member of the couple, or the partner of the adopter, may be able to take paternity leave.

### **514.20 PATERNITY LEAVE**

A teacher is entitled to five (5) days of paternity leave without pay after one or more years of unbroken service at AISB in case of a new born child or an adopted child. Unused sick leave may be used instead of leave without pay at the discretion of the Director.

## **515 ADMINISTRATIVE LEAVE**

A maximum of three (3) Administrative Leave days per contract year may be granted by the Director for required absences and for personal business that cannot be taken care of at other times. A request for Administrative Leave must be made in writing to the Director stating the purpose of the request and sufficiently in advance to allow the Director time to arrange for a substitute teacher. Administrative Leave will not be granted for use in conjunction with vacation/personal travel.

(Revised 2.02, 11/07)

## **516 LEAVE WITHOUT PAY**

In special or emergency instances not provided for in other policies, an employee may apply to the Director for leave without pay.

## **517 UNAUTHORIZED ABSENCE**

Absences without official leave will be considered an unauthorized absence and will be reason for the Director to consider disciplinary action.

## **518 REPORTING LEAVE**

During the academic year and at the end of each month, the Employee shall sign a time sheet at AISB indicating the amount of leave (annual/sick/personal) taken during the month.

(Revised 2.02, 11/07)

## **\*\*\*SECTIONS 519-528 APPLY TO OVERSEAS-HIRE PROFESSIONAL STAFF ONLY**

### **519 RECRUITMENT LEAVE**

During the last year of the teaching contract, after announcing his or her intention to leave the school, a U.S. hire teacher may submit a written request to the Director for leave time to attend an advertised international school job fair or another scheduled recruitment activity. Recruitment leave days will be subtracted from Administrative Leave days. AISB will also grant 2 days paid leave to cover travel to overseas recruitment centers.

(Revised 2.02, 11/07)

## **520 TRAVEL AND TRANSPORTATION**

1. Travel costs and allowances will be allowed for the Employee and his authorized dependents, from the stated point of origin to Bamako and return, and in accordance with the conditions enumerated below. At the contract termination date, AISB will send the Employee and his dependents to their point of origin on the same travel basis as their trip to post.
2. If the Employee ends this Agreement voluntarily and within one year of his arrival in Bamako, he agrees to pay his and his dependents' return travel and transportation costs (personal effects included) to the point of origin. He also agrees to

refund AISB the cost of his and his dependents' initial travel and transportation costs (personal effects included) to Bamako.

3. If the Employee voluntarily resigns after one year but prior to the Termination Date specified in the contract, the Employee is responsible for paying his and his dependents' return travel and transportation costs, which includes personal effects, from Bamako to his point of origin.
4. If AISB ends this Agreement prior to the contract termination date, AISB will return the Employee and his dependents to their point of origin as provided in paragraph 1 above. The Employee will not be liable to repay his or his dependents' travel, transportation or cost of shipping personal effects to or from Post.

(Revised: 11/07)

5. If the Employee ends this Agreement prior to the contract termination date, the decision as to whether such termination is voluntary is made exclusively by the Director. If the Employee or an authorized dependent becomes injured or develops an illness which in Director's judgment would be detrimental to the Employee's ability to perform his duties, the Director shall consider the termination to be involuntary and the Employee and his dependents shall be returned to their point of origin as stated in paragraph 1 above.

(Revised: 11/07)

6. After having arrived in Bamako, the Employee must have approval from the Director for all subsequent international travel with respect to R & R, Home Leave and Emergency Visitation Travel as well as work-related international leave.

(Revised 2.02)

#### **521 REST AND RECUPERATION AIRFARE**

1. Rest and Recuperation (R & R) travel is to the designated foreign R & R destination of Paris, France. At the end of the first academic year of a two-year contract, and in any subsequent two-year contracts, the Employee and his authorized dependents will be entitled for a maximum of one round-trip economy airfare Bamako-Paris-Bamako.
2. Besides the airfare, the only other reimbursable costs allowable during R & R are airport fees incurred for direct travel.
3. If the Employee voluntarily terminates his contract subsequent to taking R & R, but prior to the termination date (as specified in Section 819 above), he shall be responsible for refunding to AISB the cost of his and his dependents' R & R trip. (Adopted: 04/98) (Effective: 08/98)

#### **522 SHIPMENT OF HOUSEHOLD EFFECTS**

1. Accompanied Baggage: The accompanied baggage allowance shall be the standard economy flight free allowance. An additional 23 Kilo's of personal baggage, or one extra bag, will be allowed for each traveler, depending on airline excess baggage regulations. Before undertaking international travel, the employee is advised to make sure that he is within the baggage allowance established for each airline in route.
- (Revised: 11/07)
2. Unaccompanied Baggage: The shipping allowance, for unaccompanied baggage between point of origin and Bamako, will be determined by the Board annually. Freight will be shipped to Bamako from the Employee's point-of-origin residence at the beginning of his assignment and will be returned to that residence at the completion of his assignment.
  3. The responsibility for transporting baggage and airfreight rests exclusively with the Employee, and AISB shall not be liable for any loss or damage that may occur. In the event of damage or loss, the Employee must personally seek restitution from the transport company or insurance company, at his own expense.

#### **523 LIVING QUARTERS ALLOWANCE**

1. Housing: AISB will provide the Employee and his family with furnished housing, defined at minimum a 2-bedroom house with all basic furniture and appliances. The Employee is responsible for maintaining furnishing provided by AISB in good condition. Excess wear-and-tear will be charge to the Employee.

(Revised 2.02)

2. Settling in Allowance: AISB will provide a single employee with a one-time \$300.00, or couple without children with a one-time \$400.00, or a family with dependents with a one-time \$500.00 settling in allowance, payable upon arrival in Bamako.

(Revised: 11/07)

3. Utilities: AISB shall provide the Employee and his dependents with an annual allowance for utilities (electricity, gas, and water). The amount shall be determined annually by the Director.

(Revised 2.02, 11/07)

4. Watchman: AISB shall provide 24-hour watchman services for the premises. AISB is absolved of responsibility for loss of the Employee's personal belongings due to theft, even in the event of the failure of AISB's watchman to prevent such theft. Insurance for the Employee's personal goods and possessions is his responsibility, at his discretion. The Employee is absolved of responsibility for loss of AISB property due to theft, except if the theft resulted from negligence by the Employee. The Director is the final arbiter in determining negligence.

(Revised: 11/07)

5. Maintenance: AISB will provide basic, reasonable property maintenance of Employee housing. The AISB Director is the final arbiter in determining basic and reasonable maintenance. The Employee will be responsible for maintaining his pool, and the yard and the garden areas.

(Revised 2.02, 11/07)

#### **524 MEDICAL INSURANCE**

1. AISB will provide and cover the costs of a major medical health insurance, dental care insurance, and emergency medical evacuation policy to the Employee and his dependents.
2. (Removed 11/07)

#### **525 MEDICAL TRAVEL**

1. In certain instances, when suitable medical facilities are not available for the routine treatment of illness or injuries, and where the nature of the illness or injury is not serious enough to justify medical evacuation under AISB's emergency medical evacuation (medi-vac) insurance coverage, medical travel can be authorized by the Board to a nearby location where such facilities are available. The cost of such travel (transportation and per diem) shall be reimbursed by AISB on an actual cost basis not to exceed the authorized AISB maximum, and provided that any medical travel outside Mali, has the prior approval of the Board.
2. If medical travel is necessary for a child under eighteen years of age, the child may be accompanied by the Employee or his spouse. While on medical travel status, the Employee must use sick leave, vacation leave or leave without pay.

#### **526 EMERGENCY VISITATION LEAVE**

1. In the event of a life-threatening illness or death of a parent or child, the Employee or a dependent may be authorized a round-trip from post to point of need. Only expenses for direct travel costs are authorized. One trip by an Employee and one trip by a dependent may be authorized during this Agreement. Exceptions can be made for the death of a close family member not parent or child upon submission of documentation and the written approval of the Director.  
(Revised 2.02)
2. The Employee will be authorized 3 days Compassionate Leave plus direct travel time for such travel. Annual leave may be used to supplement Compassionate Leave. Unused Compassionate Leave is not reimbursable. (Adopted: 04/98)

#### **527 OTHER BENEFITS**

1. Contract Renewal Bonus: The Employee will be given a lump sum bonus of \$1,000.00 for each year of the contract renewal period. The total due will be paid with the first month's salary of the new contract. In the event that the Employee voluntarily terminates during the first or second year of the contract, the remaining year or years lump sum bonus will be reimbursed by the Employee.
2. Annual Salary Adjustment: At the beginning of the second year of the initial contract and for each additional full year of service, following a satisfactory performance appraisal at the end of the year, the Employee will be given a step increase on the AISB overseas hired professional staff salary scale. (Adopted: 04/98, Revised 02/02)
3. Interest Free Car Loan: The Employee may benefit from an interest free car loan, payable in monthly payments for a maximum of one year. The maximum amount of the car loan is \$12,000 for a couple and \$6000 for a single Employee. (Adopted 03/07)
4. French lessons: The Employee is eligible for reimbursement of up to \$300 for approved French lessons. Fees for these French lessons shall not exceed \$300 per Employee per year. (Adopted 03/07)

5. Post Allowance: AISB will provide the Employee an annual Post Allowance contribution. This amount is set by the Board. The employee shall receive a US dollar check for the accumulated amount at the end of January and July.  
(Adopted: 11/07)

**528 EMERGENCY CLOSING OF SCHOOL**

In the event of an emergency closing of the school, AISB shall continue to fulfill all conditions of agreement with overseas hire personal where reasonably possible for a period of not less than ninety (90) days following the last day of classes. If after the 90-day period the school should remain closed, AISB shall be liable for return transportation arrangements provided in Section 520 above, as if the contract had been successfully completed.

(Revised 2.02, 11/07)

(Employees are encouraged to carry personal property insurance to cover property losses under the above circumstances.)

**529 LOCAL HIRE PROFESSIONAL STAFF MEDICAL INSURANCE**

For full-time local hire teachers, if the Employee is not already covered under any other insurance policy, AISB will provide and cover the costs for the employee only of a major medical health insurance, dental care insurance, and emergency medical evacuation policy. The coverage shall exclude the United States and will only be provided assuming the Employee does not qualify for coverage with another organization. If the Employee wishes to add the United States to its worldwide coverage these costs must be paid by the Employee. AISB will make available major medical health insurance, dental care insurance, and emergency medical evacuation policy to part-time Employees and all local hire Employee dependents, the full cost of which must be paid by the Employee.

(Adopted: 11/07)

**530 COMPASSIONATE LEAVE**

Employee will be authorized three (3) days compassionate leave in the event of a life-threatening illness or death of a parent or child. Annual sick leave may be used to supplement compassionate leave. Unused Compassionate Leave is not reimbursable.

(Adopted: 11/07)

## Section 6 - SUPPORT STAFF

### 601 SUPPORT STAFF

Support staff shall be recruited according to the needs of the school. No person regardless of race, color, creed, religion, sex, age, sexual orientation or national origin will be denied the benefits of, or be subject to discrimination in hiring practices at AISB. Information may be obtained from former employees regarding job performance and will be held in strict confidence. Such staff are hired by the Director with the approval of the Board. (Revised: 4/25/06) (Revised 03/07)

### 602 PHYSICAL EXAMINATIONS

No applicant may begin work without having presented a satisfactory medical report dated no more than three months prior to the start of service. Thereafter, all personnel must undergo an annual physical examination and submit a report by August 31<sup>st</sup>. The Board may require that certain additional tests be undertaken. This requirement will be at the expense of the school.

### 603 PERFORMANCE EVALUATION

Performance of support staff shall be evaluated periodically by the Director and if the employee's work is unsatisfactory the Director shall provide the Board with evidence to this effect. The Board may then authorize dismissal.

### 604 OVERTIME PAY

Support staff who are asked to work more than one hour beyond the workday agreed upon when employed, shall be entitled to additional monetary compensation at not less than the hourly rate established by their monthly salary. The Director within the limits of the budget may only grant overtime.

### 605 COMPENSATORY TIME OFF

The Director shall duly authorize Work outside normal business hours. 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 time arranged in advance to suit the employee and the school.

### 606 ABSENCES

Support staff who must be absent from work shall contact the Director in advance when possible so that substitutes may be obtained when required.

### 607 SICK LEAVE

Full-time support staff shall be granted sick leave at the rate of one half day per month worked. This may accumulate to a maximum of fifteen (15) working days.

### 608 CERTIFICATE FROM PHYSICIAN

Employees absent for longer than three (3) days must submit a certificate from a duly qualified physician to the effect that he was unable to perform his duties and stating the nature of the illness.

#### 608.01 PERSONAL LEAVE

The Director may grant personal leave days. A maximum of three (3) days per contract year may be granted. (Revised: 88-89)

### 609 VACATION LEAVE

Vacation periods shall be approved by the Director in accordance with local regulations and individual circumstances, to be taken during school vacation periods.

### 610 WORKING DAYS

Support staff working days will be determined by individual contract and not by the school calendar.

### 611 MALIAN CITIZENS

These policies, as applied to Malian citizens, shall be consistent with Malian labor laws.

### 612 CFA PAY

All support staff shall be paid in CFA.

## Section 7 - STUDENTS

### 701 NATIONALITY

AISB is open to students of all nationalities.

### 702 LANGUAGE

Prior knowledge of English is not required. Where the school cannot provide English tutoring, it is the responsibility of the parents to do so. Students for whom English is not a native language may be placed in a grade lower than otherwise appropriate.

### 703 ADMISSION PRIORITIES

If applications exceed places available in any grade:

- The Board will ensure that the school's admission policies adhere to any conditions necessary to receive grants from the United States Office of Overseas Schools. (Revised 1.04)**
- A child already at AISB is guaranteed a place for the following year provided the parents can pay full fees.
- Anglophone children have priority over non-Anglophone children.
- Scholarship applications have the lowest priority.
- Special consideration may be given to those for whom there is no practical alternative to AISB.
- Otherwise, first come first served.

### 704 LIMIT ON ENROLLMENT

Enrollment for each grade shall not exceed the maximum capacity of the classroom space available. Maximum enrollment for each class shall be agreed by the Board of Directors on the recommendation of the Director. Whenever possible not more than two grades will be combined in any one class. (Revised 1.04)

### 705 COMBINING OF GRADES

In order to optimize available resources (financial, space and human) two or more grades may be combined in one class. The Director shall give due consideration to pedagogic principles and whenever possible not more than two grades will be combined in any one class.

### 706 APPLICATION PROCEDURE

Parents who wish their children to attend AISB (**must**) fill out an application and submit it to the Director along with previous school records and reports. If possible, the parents and child will meet with the Director and/or teachers involved for an interview.

### 707 ADMISSIONS AND PLACEMENTS

#### Admissions

The school does not discriminate on the basis of race, creed, color, sex, or national origin and seeks to accept all qualified students who apply. Applications for admission are accepted throughout the year. All applications to the school should be accompanied by previous educational records, any appropriate medical records, and proof of age.

All students are eligible for admission if it is believed that the school can meet their particular needs. The school is not equipped or staffed to educate students with severe learning disabilities, physical or mental disabilities, or emotional problems and these students will not be admitted to the school. Students with mild physical, mental, emotional, or learning disabilities may be admitted if in the Director's judgment adequate provision and /or special programs can be made. Fees for any special materials, supplies, and/or additional instruction may be required. These fees are in addition to the regular tuition fees.

All children whose native language is not English and who are older than 6 years may be required to take oral and written English examinations to determine whether they can be admitted. Admission may, in any case, be probationary and may be dependent on the child receiving extra assistance in an English as a Second Language program. Fees for materials, supplies, and additional English Language instruction are as recommended by the Director and as determined annually by the Board of Directors. These fees are in addition to the regular tuition fees. (Adopted: 02/97) (Revised 1.04)

#### Placement

Placement in all classes will be made by the Director on the basis of the child's previous educational record, the assessment of the School, and by age. The initial placement is tentative and the school may reassess the child's placement after the child's abilities have been thoroughly observed in class or through additional testing. Children entering AISB will generally be placed according to their age as of September 1 of the year they enter, as follows: age 3-4 Pre-School, age 5 Kindergarten, age 6 grade 1, etc.

Children with fall birthdays (before December 31) may be considered by the Director and the teachers potentially involved for admission to a higher grade if the student displays appropriate readiness. This occurs only when all records, placement tests, and the opinion of the professional staff indicate that the student will be successful. (Adopted: 02/97)

#### **708 APPEALS**

Parents have the right to appeal in writing any admission or placement decision to the Board for a final decision.

#### **709 SCHOOL HOURS**

**School hours for students in grades 1 and higher shall be a minimum average of 5 hours per day. (Revised 1.04)**

#### **710 HOLIDAYS AND SCHOOL CALENDAR**

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

#### **711 ATTENDANCE**

Regular school attendance is essential to the progress and achievement of the student and shall be strongly encouraged by the Administration and staff. Teachers are to require a satisfactory written explanation from the parents or guardians for any student absence from a class or a part of a class during a school day.

#### **712 PROMOTION AND ATTENDANCE**

Students absent more than 10% of the class time during a year shall be promoted only upon the approval of the Director. (Adopted: 02/97)

#### **713 LEAVING SCHOOL**

No student shall be permitted to leave school before the end of the regular school day without the approval of their teacher. Students shall not be permitted to leave school on requests (**made**) by any person other than the parents or guardians. (Revised 1.04)

#### **714 COMMUNICABLE DISEASES**

Students having a highly contagious disease shall upon the advice of a consulting physician be excluded from school attendance. The Director shall notify the parents of students exposed to such a disease.

#### **715 STUDENT BEHAVIOR**

Students shall conform to school rules and regulations, respect the rights and privileges of others and cooperate with members of the school community. The combined efforts of students, parents, teachers and the Director are necessary to the achievement of the goals. (Revised 1.04)

#### **716 STUDENT BEHAVIOR AND STAFF RESPONSIBILITY**

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 Directors shall support all personnel acting within the framework of Board policy.

#### **717 STUDENT BEHAVIOR AND PARENT RESPONSIBILITY**

Parents shall be expected to cooperate fully in the achievement of good student conduct and attitudes.

#### **718 STUDENT BEHAVIOR AND SUPPORT STAFF**

Responsibility for student behavior shall be limited to support staff specifically authorized and assigned by the Director.

#### **719 SUSPENSION**

A student may be suspended for a period of up to one week by the Director. This period may be extended with the approval of the Board of Directors. The Director is responsible for contacting the parent or guardian and chairman immediately after a student is suspended. For each suspension, a letter must be sent to the home and a copy to the Chairman of the Board of Directors listing the reasons for suspension, period of suspension, instructions to be followed by the student during the suspension period, and a request for the parent or guardian to confer with the Director. While under suspension, the student shall not attend or participate in any activity sponsored by the school. A suspended student shall not be re-admitted to the school unless he is accompanied by a parent or guardian. (Adopted: 11/96)

#### **720 EXPULSION**

The Director shall have the authority to expel students in the case of very serious and/or chronic offenses. This action shall be taken only after due consideration and consultation with the appropriate teacher(s) and/or school employee(s), the parent(s) or guardian, and the student. The Board shall receive written notice of all expulsions prior to, or concurrent with the expulsion. The parents shall have the right to appeal the decision of the Director to the Board. The appeal must be in writing and addressed to the Chairman of the Board. (See also Policy 901.2 Section 9)

**Forfeiture of Tuition:** If a student is suspended or expelled, tuition for the period of suspension or for the remainder of the semester after expulsion shall not be refunded. (See also Policy 1013.11 Section 10) (Adopted: 11/96) (Revised 1.04)

**721 HARASSMENT AND HAZING**

No student in attendance at AISB shall engage in hazing or harassment, this includes hostile, intimidating, or offensive actions and verbal and non-verbal expressions related but not limited to an individual's gender, race, religion, nationality, or sexual orientation. (Revised 03/07)

**722 STUDENT ORGANIZATIONS**

The formation of and the opportunity for students to participate in student organizations shall be encouraged, provided they do not violate Article VII of the Association non-profit, nondiscriminatory character. (Revised 1.04)

## Section 8 - EDUCATIONAL PROGRAM

### 801 CURRICULUM REVIEW

The Director in close coordination with the professional staff, will systematically review the curriculum of each discipline and will coordinate such review with the ordering of text books and supplementary materials. The curriculum review committee for each discipline will consist of a minimum of three professional staff, including the teacher responsible for teaching that discipline to the upper grades.

#### 801.1 SCHEDULE FOR CURRICULUM

The curriculum review is on a five-year cycle. After year five, the cycle returns to year one. This is the time for a major review of the curriculum as well as for textbook and materials adoption for the areas indicated. The curriculum is being continuously reviewed and revised as necessary. Necessary materials in all areas are ordered annually or as needed.

<u>Year</u>	<u>Review Curriculum &amp; Order</u>	<u>Implement</u>
One (1996-97)	Social Studies Computer Library	Mathematics E.S.L.
Two	Integrated Language Arts (Spelling, reading, English grammar, Handwriting, literature)	Social Studies Computer Library
Three	French Art Music	Language Arts
Four	Science P.E.	French Art Music
Five	Mathematics E.S.L.	Science P.E.

(Adopted: 12/96)

## **Section 9 - OPERATIONS AND COMMUNICATIONS**

### **901 COMMUNICATIONS**

The Board of Directors recognizes the need for proper communication between and among students, parents, teachers, administration and the Board. The Director is the executive agent of the Board of Directors and is responsible for the organization, operation and administration of the total school program. He/She is, therefore, the normal channel of communication between the Board and the public. Questions about school policy should be directed to the Director who will consult with the Board as necessary. Decisions should be referred back to the Director for reply or action. Board members' authority exists only in the Board acting as a whole. Individual board members should not become involved with administrative matter related to students or teachers. Teachers should discuss their organizational, administrative and instructional problems with their supervisor before presenting them to the Board as defined in Policy 512.1. Teachers should likewise encourage parents/guardians to discuss with them matters pertaining to the individual classroom situation prior to conferring with the Director. It is the desire of the Board that all matters be discussed and problems solved by those immediately concerned and be taken to higher authority only when adequate satisfaction cannot be obtained otherwise. (Revised 03/07)

#### **901.1 INDIVIDUAL PROBLEMS**

Concerns related to individual children are usually best referred to the class teacher. Problems unresolved through a conference with the teacher and problems of a more general nature should be referred to the Director.

#### **901.2 COMMUNICATION WITH THE BOARD OF DIRECTORS**

Requests for changes in school policy and appeals from 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 Chairman, Board of Directors, American International School of Bamako. Only the Board acting as a whole in a regular or special meeting shall make decisions about school policy.

#### **901.3 COMPLAINTS**

Parents and others who feel aggrieved on any matter connected with the school should report the problem to the teacher and/or 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. No complaint against an employee shall be considered by the Board unless filed in writing, clearly specifying the grounds of complaint, and signed by the complaining party. Such complaints shall be considered in executive session when appropriate. The Board's decision will be final and generally be provided in writing.

### **902 PUBLICATION AND INFORMATION**

The Board of Directors encourages the use of publicity as a means of communicating with the citizens of the community. It shall be the responsibility of the Director to develop procedures for the development and distribution of all such printed material and publicity. In any matter relating to Board Policy, clearance shall be made with the Board Chairperson.

### **903 REPORTS TO PUBLIC**

The Director shall direct a program for keeping the citizens of the community adequately informed of school developments and problems. All official articles, publications and press releases pertaining to AISB or any of its activities, excluding routine notices, shall be cleared through the Chairperson of the Board before being released. Propriety of copy and illustrations appearing in school publications shall be the responsibility of the Director.

### **904 DISTRIBUTION**

Students may be directed to take home information regarding the school.

### **905 REPORTING STUDENT PROGRESS**

Progress reports, letters to parents, report cards and parent conferences are employed as reporting devices. Student report cards shall be distributed at regular designated times during the year. The system of reports, records and forms to be used in the school shall be established by the Director and approved by the Board.

### **906 HOURS**

With the exception of Pre-K and K, the normal instructional school day will consist of approximately seven (7) hours per day inclusive of lunch and any break time. However, under special conditions, a day with a minimum of three and one half (3 1/2) contact hours will be considered an instructional day. These conditions will be determined by the Director and may include, but are not limited to professional development, accreditation, school breaks, etc. (Revised 03/07)

## **907 HOLIDAYS AND SCHOOL CALENDAR**

School holidays and vacation periods shall be governed by the school calendar adopted by the Board of Directors on the recommendation of the Director. The school year will normally begin by late August and continue to early June. Provision shall be made for holiday periods during the school year and shall also include other appropriate holidays. The major school holiday will be during the summer months. On or before its regular February meeting, the Board shall adopt the school calendar for the ensuing school year on the recommendation of the Director. (Revised 03/07)

## **908 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 nature shall not be accepted, used or distributed in the school.

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 to determine their instructional validity and appropriateness to learning goals and to insure that the commercial nature of the material is not objectionable for classroom use. In all cases where the teacher and Director cannot readily determine such decision, or where questions of legality may be involved, the Board shall make the final determination.

## **909 GIFTS**

All offers of gifts to the school must be made to the Director who will report them to the Board of Directors for official acceptance or rejection.

## **910 SOLICITING FUNDS**

Funds may not be solicited from students.

## **911 SAFETY**

All staff are responsible for encouraging safety and accident prevention at school. Any condition in the building or on the school grounds, which is a safety or health hazard, should be reported to the Director. The Director in accordance with civil authorities and insurance authorities will maintain a program of security for the buildings and grounds at all times. The Director should consult with the U.S. Embassy Security Office on security issues. (Revised 03/07)

### **911.1 FIRE EXITS**

When students are assembled in large meeting areas, all exits must be unlocked. All staff shall familiarize themselves with the location and use of the first aid and fire-fighting equipment.

### **911.2 FIRE PRECAUTIONS**

During the first week of school each teacher is responsible for the organization of his/her class or classes to comply with fire drill instructions. Fire drill directions shall be distributed by the Director who must conduct drills at least once each trimester. Fire drill instructions shall be posted near the exit door in each room. During the drill the teachers and students shall leave the building and the Director shall check the time of the drill. It is the duty of the Director to ensure that fire-fighting equipment is correctly placed on the school premises and that this is kept in good working order. The execution of drills should be included in the Director's report to the Board

### **911.3 ACCIDENTS**

All accidents in which injury occurs, or may have occurred, should be reported immediately to the Director. In cases where injury or illness is or may be presumed to be serious, the parents should be informed immediately, and where appropriate the US Embassy Health Unit contacted. The Director shall issue procedures and regulations governing employee responsibilities in caring for accidents or injuries to students.

### **911.4 FIRST AID**

The teacher, Director, or other staff member designated by the Director shall administer First Aid for a minor injury. A suitably equipped first-aid box shall be kept at the school for the treatment of minor cuts and other injuries.

### **911.5 STUDENT TRANSPORTATION SAFETY**

The School will offer student transportation to and from school on a fee basis. The Director will maintain rules and regulations for the safe operation of vehicles transporting AISB students. (Adopted: 4/25/06)

### **911.6 MAINTENANCE OF SCHOOL VEHICLES**

The Director will be responsible for the maintenance of all school vehicles. All school vehicles must meet the local requirements if safety inspections are required. (Adopted: 4/25/06)

## **912 COMMUNICABLE DISEASES**

Students having a highly contagious disease shall be excluded from school attendance. The Director shall notify parents of students exposed to such a disease.

## **913 RESPONSIBILITY FOR SCHOOL PROPERTY**

The Director shall assume responsibility and establish regulations to assure proper care and maintenance of the building along with furniture, books, instructional equipment and supplies. S/he shall establish a system of inventory of non-expendable instructional supplies and equipment to insure that all items are accounted for at the beginning and at the end of the school year. S/he shall analyze and submit recommendations to the Board regarding school plant needs including maintenance and repairs and new construction when appropriate.

### **913.1 LOSS OF OR DAMAGE TO SCHOOL PROPERTY**

Teachers are responsible for instructing students in the general care of school property. Loss of or damage to school property shall be reported to the Director immediately. The Director shall notify the Board of Directors.

### **913.2 USE OF SCHOOL EQUIPMENT**

It shall be the general policy of AISB that no school equipment be loaned to any person, firm or agency, although the Director may permit teachers the use of school equipment overnight or on weekends for the purpose of preparing instructional materials for classroom use. The Director may also allow school employees to use school equipment in presenting programs for community organizations, non-profit organizations or for public relations purposes.

### **913.3 REMOVAL OF EQUIPMENT**

Before any equipment may be removed from the school premises, a receipt shall be signed describing the item being used and stipulating the date and time that it is to be returned.

## **914 SUPERVISION OF PLANT**

The Director shall be responsible for the proper supervision of the school building and grounds.

## **915 TUTORING**

Teachers may charge a fee for tutoring students not enrolled in their classes. School facilities may be used for tutoring upon approval of the Board of Directors.

## **916 SUMMER SCHOOL**

A summer school program may be offered but shall not be made mandatory. The program shall be designed to provide opportunity and special assistance to students who require remedial instruction or additional opportunities for learning. Course offering shall be determined on the basis of student needs. Tuition fees must cover costs. Records of individual student achievements in summer school shall be kept in the cumulative record folder of the student.

## **917 CLASS TRIPS**

The Director shall approve all class trips. Requests shall be made sufficiently in advance for permission to be obtained. Teachers shall have on file written approval from parents for each child participating in a field trip. In addition, teachers are required to take with them a list of the names of all students on the field trip and a first aid kit, which may be obtained, from the Director's office.

## **918 USE OF SCHOOL FACILITIES**

Community groups may use the facilities of AISB when the school is not using such facilities. The use of AISB facilities for official school or school sponsored functions shall be as determined by the Director. In the event of a conflict in scheduling, official functions shall have priority.

Permission for use of the facilities by non-school related groups should be obtained in advance from the Board of Directors. Permission for use of the facilities by AISB sponsored groups may be obtained from the Director. In all cases AISB activities have priority for use of the AISB's facilities. Activities aimed primarily at AISB students and activities linked to the AISB community will take priority over other activities. (See also Policy 1005.10) (Adopted: 03/98)

### **918.1 FREQUENCY AND DURATION OF NON-SCHOOL ACTIVITIES**

Activities are normally limited to 6 hours per week with a maximum of 2 hours per session. Facilities will usually be available after the scheduled class time and until 6 p.m. weekdays and from 8:00 a.m. to 6:00 p.m. or weekends. Any special requests for use of the facilities after 6:00 p.m. should be presented to the Board of Directors for consideration. All events must be scheduled with the Director. AISB events (Art Fair, Science Fair, class projects, etc.) always take precedence over all non-school activities. (Adopted: 03/98)

**918.2 FACILITIES LIMITATIONS**

The Director's office is off limits during all non-school activities. However, sponsors will have access to the telephone in case of emergency. (Adopted: 03/98)

**918.3 FEES**

Fees shall be established by the administration of the school and submitted through the finance committee for approval by the Board of Directors. (See also Policy 1005.10, 1005.20 and 1005.30) (Adopted: 03/98)

**918.4 SUPERVISION**

Supervisors must be on the premises during the entire duration of the activities and until the last participant has left the premises. There must be adequate supervision as approved by the Director and provided by the sponsor. (Revised August 27, 1990)

**918.5 RISK OF DAMAGE**

Activities deemed inappropriate to the facilities by the Director or by designated staff members will not be permitted. (Adopted: 03/98)

**919 LAY CITIZEN ASSISTANCE**

The Board recognizes the value that can be gained by selective utilization of highly skilled and talented lay persons. The assistance of such persons shall be encouraged.

**920 STUDENT ORGANIZATIONS**

The formation of and the opportunity for students to participate in student organizations shall be encouraged, provided they do not violate Article VII of the Articles of the Association.

**921 PARENT TEACHER ORGANIZATION**

The Board encourages the establishment of a PTO as a means of improving communication and solidarity within the school community. Membership shall be open to all members of the American International School Association of Bamako and to all AISB professional staff but shall not be compulsory. The PTO shall be responsible to its members, appoint its own officers, and keep its own accounts independently of those of the Association. Nothing in the PTO's objectives, constitution or activities may conflict with the Articles of the Association of AISB, nor may the PTO involve itself with those responsibilities allocated to the Board of Directors as governing body.

**922 SCHOOL STORE**

The school may run a store to sell school-related items, but not food or sweets. The Director shall be responsible for presenting the school store account to the Board.

**923 SMOKING ON SCHOOL PREMISES**

Smoking is not permitted within the buildings or on the School premises. (Adopted 4/25/06)

**924 ALCOHOL ON SCHOOL PREMISES**

Alcoholic beverages may be served on the School premises for special events for adults (21 years of age) with prior written approval of the Director. (Adopted 4/25/06)

## **Section 10 - FINANCIAL AND BUSINESS POLICIES**

### **1000 FISCAL MANAGEMENT GOALS AND RESPONSIBILITIES**

The quality of education at AISB depends on the availability of funding for its educational programs. The efficient management of school funds contributes to the availability of adequate funds for school programs.

It is the Director's responsibility to ensure that the financial assets of the school are managed to best achieve the goal of excellence in education and in accordance with good accounting practices. The Director ensures that fiscal management methods are up-to-date and correspond with accepted business practices. The Director is responsible for ensuring that the affairs of the school are conducted in compliance with the policies set forth herein.

The Board of Directors accepts the responsibility for preserving the assets of the school entrusted to it by the members of the General Association. The Board is responsible for ensuring that the assets of the school are managed to best balance the needs of current and future students and parents. The Board of Directors, through the delegation of its authority to the Treasurer and the Finance Committee, oversees and periodically reviews school financial and business practices to assess compliance with the policies set forth herein.

### **1001 ESTABLISHMENT AND OPERATION OF RESERVE FUNDS**

To ensure that the long range and emergency needs of the school can be met the Board may establish reserve accounts. The administration and investment of these funds requires flexibility, and should be reviewed by the Treasurer on a regular basis. This should normally be every quarter. The whole Board as part of the annual budget process should conduct an annual review of the Reserve Funds.

The Board as a whole, upon the recommendation of the Director and the Finance Committee, may change the types of reserve funds held and the conditions for their management.

#### **1001.1 GENERAL CONDITIONS FOR MANAGEMENT OF RESERVE FUNDS**

The Reserve Funds established in these sections are considered separate and individual funds. A separate accounting of each fund will be done and included in the monthly financial report presented to the Finance Committee. There will be no transfer between funds except as permitted in the specific requirements defined below for each fund. No expenditures may be made from any reserve fund without the approval of the Board of Directors. All reserve monies shall be held in interest bearing U.S. dollar accounts, except for the Operating Reserve Fund.

The Board of Directors, with the concurrence of the Director and the Treasurer, has the responsibility and authority for approving the financial institutions and the types of accounts in which reserve funds are held. The Board of Directors shall also approve the amounts invested in each fund and with each institution. The different reserve funds need not be held in separate financial accounts, as long as each is accounted for individually.

#### **1001.2 TYPES OF RESERVE FUNDS**

##### **1001.21 OPERATING RESERVES**

The funds in the Operating Reserve Fund are earmarked to finance pre-paid expenditures and to provide for the necessary cash flow at the time of the year that annual revenues have not yet been collected. The operating reserve funds should normally not exceed 15% of the annual operating expenditures. (Revised: 03/93)

The excess of income over expenditure at the end of the fiscal year, after automatic set-asides to the other funds are allocated, shall be placed in the Operating Reserve Fund. Upon the approval of the Board of Directors the funds of the Operating Reserve may be set-aside and used to meet an anticipated budget shortfall or unanticipated contingencies.

The Board of Directors may authorize a transfer from the Operating Reserve Fund to any other reserve fund, as it deems necessary and fiscally prudent. (Adopted: 05/92)

##### **1001.22 BUILDING AND MAINTENANCE RESERVE FUND**

Building and Maintenance Reserve Funds are earmarked specifically for capital expenditure projects on school buildings or grounds, including large repair, renovation projects, or major maintenance. Use of these funds is subject to the approval of the Board of Directors and will normally be approved as part of the annual budget process. Expenditures greater than those authorized in the budget must be specifically approved by the Board.

Fifty percent (50%) of all capital development revenue will be accrued directly to the building and maintenance fund. (Revised: 03/93)

### **1001.23 FINANCIAL STABILIZATION FUND**

The purpose of the Financial Stabilization Fund is to provide additional operating or emergency funds to the school in years when, due to large fluctuations in enrollment or unforeseen circumstances, the annual budget cannot be balanced through reasonable tuition increases, reasonable cost cutting measures, or the use of operating funds available at the beginning of the fiscal year.

In any given fiscal year, a maximum of twenty five percent (25%) of the Financial Stabilization Fund balance (at the beginning of the year) may be transferred to operating reserves upon the authorization of the Board of Directors.

Additional funds will be accrued by means of an automatic set-aside in the annual budget decided by the Board (e.g. operating surplus). (Revised: 03/93)

### **1001.24 EQUIPMENT RESERVE FUND**

Funds will be allocated by means of an automatic set-aside in the annual budget to establish and maintain a moveable capital assets purchase and replacement fund. In addition, fifty percent (50%) of the capital development fees and a percentage of school bus fees, to be set annually, will be accrued directly to this fund. Funds from this account will be used solely for the purchase of moveable capital assets. Proceeds from the sale of moveable capital assets will also be placed in this fund (See Section 511.00). (Revised: 03/93)

Board approval of equipment expenditures itemized in the annual budget under the equipment reserve account constitutes authority for procurement. (Adopted: 05/92)

## **1002 RETIREMENT FUNDS**

The school provides professional staff with a retirement contribution allowing each to fund an individual retirement program. The individual employee is fully responsible for establishing the individual retirement program and transferring AISB's retirement contributions into it. The retirement contribution will be defined in each individual contract.

This benefit shall accrue only to those employees who are not covered by the Government of Mali's national social security program (currently called INPS).

The school shall make a contribution of 10% (ten percent) of the professional employee's salary. The employee shall receive a US dollar check for the accumulated amount at the end of January and July. For locally hired professional staff where Malian Law requires payment into INPS, this INPS payment shall be considered the School's contribution to retirement. No additional payment to such staff will be required. (Revised 1/2003, 11/07)

## **1003 THE BUDGET PROCESS (Revised: 11/92)**

### **1003.1 GENERAL PRINCIPLES**

The budgeting process should be a collaborative, school-wide endeavor, which follows the principles of zero-based budgeting. The Director, assisted by the school's business officer, is responsible for preparing a preliminary draft budget and a reserve fund plan for the school year. In the preparation of the preliminary budget the Board of Directors expects the Director to work closely with the professional staff and board committees. They should jointly formulate the costs of achieving the goals of the educational program.

The proposed budget should ensure that:

- the school's programs meet the needs of the entire student body;
- staffing arrangements are adequate for the programs proposed;
- the school's equipment and facilities will be adequately maintained;
- the school's expenditures are economical and its staffing patterns efficient;
- all practical sources of income are utilized.

It is the responsibility of the Director to recommend to the Finance Committee the priority of the different funding requests for inclusion in alternative budget scenarios. The Finance Committee and the Director assure that the proposed scenarios are fiscally probable and sound, and accurately reflect the educational goals and priorities recommended by the Director.

### **1003.2 THE BUDGET PROCESS**

The budget format will be generally compatible with the A/OS grant application format of the Office of the Overseas Schools of the U.S. Department of State. The budget document will include: expected revenues from tuition and other fees; expected revenues from interest and other investments; expected funding from A/OS; allocations to reserve funds; planned levels of expenditure from operating and reserve funds. The Board may also wish to request, as it feels necessary, a cash flow forecast for the budget year.

### **1003.3 THE FISCAL YEAR**

The school's fiscal year shall begin on August 1<sup>st</sup> and end on July 31<sup>st</sup> of the succeeding year. (Approved: 04/97)

### **1003.4 BUDGET TIMETABLE AND RESPONSIBILITIES**

The timetable shown below for the development of the budget should be followed. The Treasurer should report deviations from the schedule to the Board.

October: The current year's budget is reviewed by the Board and adjusted to reflect actual enrollment, exchange rate, and scholarship figures if necessary.

The director and faculty review budgetary needs and goals for the next school year. The Treasurer recommends to the Board the allocation of committee responsibilities in the budget process. Committee assignments are discussed and clarified and a work plan by the committees is drawn up.

The Director prepares the A/OS grant application for submission, including a draft budget for the following school year. The Finance Committee reviews the grant application and presents it to the Board for approval.

November: The Director prepares a recommendation in regard to overseas hired staffing for the following school year. The Finance and the Policy, Education, and Personnel committees review the staffing plan and present their recommendations to the Board for approval. (Adopted: 03/99)

December: The Director and faculty prepare the following year's school orders.

January: An enrollment survey for the next year is conducted among families currently enrolled, USAID, Embassies, and other organizations commonly sending children to AISB. The committees submit their preliminary recommendations to the Director regarding items to be included in next year's budget

Instructional materials, consumable supplies, library and audiovisual materials, and equipment for the next year are normally ordered in January/February and accounted for in the current year's budget. The order is normally sent to the supplier by the end of February. (Revised 1/2003)

February: The Director and Business Officer work with the Finance Committee to prepare budget scenarios which reflect their various assumptions about enrollments, exchange rate, educational priorities and other important factors. The administration reports to the Finance Committee on the status of all reserve funds. The finance Committee reviews reserve needs and makes recommendation for any changes for the following year. These recommendations are incorporated in the draft budgets.

March: The Director reconfirms enrollment projections for inclusion in the final budget proposal. The Director and the Finance Committee finalize the final budget proposal.

April: The final budget is presented at the regular April Board meeting, General Association members are informed that an agenda item for the meeting is discussion/approval of the next year's budget. The budget as presented or adjusted is approved. The fees for the next school year are announced. (Revised: 05/96)

### **1003.5 BUDGET LINE ITEM TRANSFER AUTHORITY**

The Director may transfer up to 15% of funds between line items within major budget categories without the prior approval of the Board of Directors. The major budget categories are administration, instruction, transportation, operation of plant, maintenance of plant, fixed costs, and community services (all items ending with '00). Line items are the next level of division in the budget document, or items ending with "0". The Board of Directors expects that the Director shall inform them of such transfers.

## **1004 FUND RAISING, GRANTS, AND DONATIONS**

To assist in meeting the funding needs of the school, the Board and the administration shall, whenever possible and appropriate, seek outside sources of funding for the school. The objectives and independence of the school may not be placed at risk by the acceptance of outside sources of funds. In determining the suitability of a donation or grant, the Board shall assure that the following requirements are met:

- The donation must not compromise the independence or basic mission of the school in any way.
  - The donation must not obligate the school in its future commitments of resources, personnel, materials, or enrollment;
  - The donation must not imply endorsement of any kind by the school of a product, service, individual, or group.
- (Adopted: 04/91)

### **1004.1 THE A/OS GRANT**

The school shall seek assistance from the US Department of State, the Office of Overseas Schools. The Director is responsible for ensuring the accurate completion and timely submission of all necessary grant applications and quarterly reports. The application shall be prepared in accordance with the policies set forth in Section 1003.20 (Adopted: 10/97)

### **1004.2 FUND RAISING**

Solicitation of funds in the name of the school or any of its organizations, for example by the Parent-Teacher Organization or the Student Council, must have the prior approval of the Director.

Fund raising efforts that intend to raise more than USD 1,000 must be approved by the Board of Directors. Requests for such approval must provide the following information:

- The name of the fund raising groups;
- The dates/times of the proposed activities;
- The involvement of the school, its personnel, or its property;
- The goal of the fund-raising effort.

### **1004.3 ACCOUNTING FOR GRANTS AND DONATIONS**

All grants and donations shall be accounted for separately from other sources of school funding. Items purchased with donated funds shall be the property of the school and should be treated according to the policies of the school (See Sections 1010.00 and 1011.00 and 1012.00) (Adopted: 04/91)

## **1005 LOAN OR RENTAL OF SCHOOL EQUIPMENT AND FACILITIES**

### **1005.1 USE OF FACILITIES**

It is the general wish of the Board of Directors to permit community organizations whose activities and goals contribute to the well being of the international community, to use the facilities of the school free of charge. However, should the use of the school facilities by such groups place an undue financial burden on the school, the Board may authorize the Director to charge a rental fee. The fee should be established by the administration of the school and submitted through the finance committee for approval by the Board of Directors. At the discretion of the Director, the fee may be charged to groups using school facilities for profit-making activities. (Adopted: 04/91)

Permission for use of the facilities by non-school related groups should be obtained in advance from the Board of Directors. Permission for use of the facilities by school sponsored groups may be obtained from the Director. In all cases school activities have priority for use of the school's facilities. (Approved: 04/91)

### **1005.2 USE OF EQUIPMENT**

It is the general policy of the Board of Directors to permit community organizations to use the equipment of the school with the permission and at the discretion of the Director. If for any reason the equipment is lost, stolen, or for any reason deemed unusable while under the care of the community organization or its representation the replacement cost for those items shall be assessed by the Director.

The Director may permit teachers and other staff to use school equipment over night or on weekends to prepare instructional materials for classroom use. The Director may also permit school employees to use school equipment in presenting programs to community organizations. Members of the Board of Directors may use school equipment for public relations activities pertaining to the school.

Before any equipment may be removed from the grounds of the school a receipt shall be signed describing the item, noting the date and time the item left the school grounds, and stipulating the date and time that it is to be returned.

In all cases school activities have priority use of school equipment. (Adopted: 10/97)

### **1005.3 RENTAL OF VEHICLES**

The rental or loans of the vehicles of the school are only with the permission and approval of the Director. If for any reason a school vehicle is lost, stolen, or for any reason deemed unusable the repair or replacement costs shall be assessed by the Director.

The Director may permit teachers and other staff to use the school vehicles. When appropriate, the Director may determine and assess a user fee.

In all cases, school activities have priority use of the school's vehicles. (Adopted: 10/97)

## **1006 INSURANCE COVERAGE**

### **1006.1 MINIMUM REQUIREMENTS**

Insurance coverage will include, but not be limited to comprehensive liability and fire insurance, property insurance, vehicle insurance, bonding insurance and medical and medical evacuation insurance for overseas hire employees. The school's insurance needs will be reviewed annually by the Finance Committee with the assistance of the business office to ensure that the school, the Board (both individually and collectively), and the school's employees are adequately protected. (Adopted: 04/91) (Revised 1/2003)

### **1006.2 BONDED OFFICIALS AND EMPLOYEES**

All school officials and employees who handle school funds, whether cash or check, shall be included in a blanket fidelity bond, which will indemnify the school against loss. School employees who handle school property and supplies shall also be included in the fidelity bond.

As a minimum, the following school officials and employees shall be included in such a bond: All Board members, Director, Business Officer, Receptionist, and Bookkeeper, Bus Drivers.

## **1007 DEPOSIT DISBURSEMENT, AND INVESTMENT OF FUNDS**

### **1007.1 AUTHORIZED INSTITUTIONS FOR DEPOSIT OF AISB FUNDS**

Annual revenues and reserve funds shall be held in financial institutions approved by the Board of Directors. To the extent possible, funds should be held in income-producing accounts. Funds in excess of short-term operating needs should be held in insured accounts or institutions. For additional requirements with regard to reserve funds, please refer to Section 1001) (Adopted: 09/92)

### **1007.2 AUTHORIZED SIGNATURES ON AISB ACCOUNTS**

In accordance with Article IV, Section 4 of the By-Laws of the General Association of AISB, the Board establishes the following check signature requirements. (Adopted: 09/92)

#### **1007.21 PRIORITY ORDER FOR CHECK SIGNERS**

The order of board signatures on all checks is Treasurer, Chairperson, Vice-Chairperson, other board member(s) serving on the Finance Committee, other board members. (Revised: 1/2003)

#### **1007.22 CHECK SIGNING PROCEDURES**

For amounts up to US\$1,000 or the CFA equivalent, the Director or designee will sign checks that are to cover expenses or transfers approved by the Board of Directors. Vouchers for these expenses will be reviewed periodically by the Treasurer.

For payments by check above US\$1,000 or the CFA equivalent, the Director and one board member, normally the Board Chair or Treasurer, will sign checks. For Electronic Funds Transfers (EFT) for Board-approved contractual agreements, no second signature is required. (Revised 1/2003)

In the absence of one or both of these, other board members, in order established in policy 1007.21, are authorized to sign. (Revised: 6/94)

### **1007.3 PETTY CASH**

The Board authorizes a petty cash account of 700,000 CFA for the use of the school. The Receptionist/Cashier administers the account. Petty cash shall be used to purchase any item or pay for any service not exceeding a value of 60,000 CFA. Cash advances for authorized purchases can be issued. No purchase shall be reimbursed through petty cash without receipt. Purchases not authorized in advance are reimbursable at the discretion of the Business Officer or the

Director. The petty cash account will be reconciled at the close of each month for inclusion in the monthly financial report. Periodically the director will conduct unannounced reconciliations. (Revised: 06/94, 12/07)

#### **1007.4 CASH IN BUILDINGS**

All money collected at school, either cash or checks, shall be turned in to the Business Office daily for receipt and accounting. It shall be deposited without delay into the proper facility. In no case will cash or checks be left overnight in the Business Office without being properly secured in a safe provided specifically for the safekeeping of money or valuables. No money is to be left overnight in classrooms. The school may hold cash and/or checks for other school-related organizations but reserves the right to place an upper limit on the amount it will hold. (Adopted: 09/92)

#### **1007.5 DEPOSIT AND DISBURSEMENT OF FUNDS IN CASES OF EMERGENCY**

With regard to the deposit and disbursement of funds in the case of emergency, please refer to Section XI. (Adopted: 09/92)

#### **1007.6 DIRECT DEPOSIT OR AUTOMATIC TRANSFER OF AISB FUNDS**

There may be direct deposit or authorized electronic transfer provisions. In the case of salary payments the cost shall be borne by the employee. (Revised 1/2003)

#### **1007.7 LOANS FROM RECEIPTS**

No loans from cash receipts or from any other cash fund held by the school shall be made to the petty cash fund. (Adopted: 09/92)

### **1008 PAYROLL**

Paychecks to school personnel shall normally be issued by the last working day of the month or of the contract year. All teaching staff will normally be paid on a twelve-month basis, with all payments completed by the end of the contract year. Teaching staff may be paid their June and July salary on the last working day in June. (Adopted: 10/97)

#### **1008.1 CURRENCY OF PAYMENT**

Local hire staff and overseas hire staff shall be paid in U.S. dollars or in CFA. Staff members must indicate their preference in writing at the start of the school year to the Accountant. (Revised: 01/94) (Revised 1/2003)

#### **1008.2 LEAVE AND ATTENDANCE RECORDS**

The Director is responsible for ensuring that proper procedures are followed and complete records are maintained for recording attendance and hours worked, sick, maternity and personal leave, leave without pay, vacation days accrued and used, and other payroll benefits and deductions. The Director is responsible for ensuring that the school is in compliance with U.S. accounting procedures.

#### **1008.4 FINAL CHECK RETENTION**

Overseas hired staff who are departing post upon the termination or completion of their employment contract with AISB will have \$500 withheld from their final month's paycheck until September 15<sup>th</sup>. This is to ensure that the school does not incur expenses for which the employee is responsible. Expenses incurred by the employee in excess of those contractually authorized shall be deducted from the final paycheck before final payment is made to the employee, as well as any other outstanding debts for which the school can be held responsible. A full accounting of deductions made from the money withheld will be given to the employee. Whenever possible, the school business officer will attempt to contact the employee before paying the amount(s) in question. (Revised: 04/99) (Revised 1/2003, 11/07)

#### **1008.5 WITHDRAWAL OF RETIREMENT FUNDS**

Payment of retirement funds due to departing employees shall be made according to the provisions in Section 502.20

#### **1008.6 EMERGENCY CLOSURE OF SCHOOL**

In case of the emergency closure of the school, salaries will be paid to employees for the period of time defined in their contracts. For local hire professional employees this period of 45 days; for overseas hire employees this period is 90 days. The Board of Directors may extend this period if it deems it necessary to retain highly qualified staff and to facilitate the re-opening of the school. The Director's contract is considered to remain in force unless otherwise explicitly determined by the Board of Directors. (Adopted: 03/93)

#### **1008.7 ACCRUED LIABILITY FOR MALIAN EMPLOYEES**

To reflect ASIB's financial obligation to **staff susceptible to Malian Labor Law**, severance pay benefits will be calculated in accordance with Malian labor law and accrued annually. (Adopted: 03/93) (Revised 1/2003)

## **1009 TRAVEL, REIMBURSEMENT OF OTHER EXPENSES, AND ADVANCES**

### **1009.1 TRAVEL AUTHORIZATION**

Travel authorization shall be completed and signed before any costs of travel are incurred. The Director may authorize reimbursement in accordance with approved budgetary expenditures. Only expenses authorized on the travel authorizations shall be reimbursed. Travel authorizations shall be completed for all travel involving school funds. Travel by the Director and family should be approved by the Board Chairperson or Treasurer. Only economy class travel is authorized; the employee shall pay for any upgrades at the time of purchasing the ticket. (Revised: 04/07)

### **1009.3 TRAVEL TO LOCATIONS OTHER THAN THOSE SPECIFIED IN TRAVEL AUTHORIZATION**

Employees wishing to travel to locations not authorized in the travel authorization shall do so on a cost-constructive basis. The employee shall pay the cost of all travel in excess of that authorized. The employee shall make payment at the time of purchase of the ticket.

### **1009.4 COMPLETION OF TRAVEL VOUCHER**

Upon termination of travel the employee shall complete a travel voucher and refund any excess per diem, other advanced monies, or unofficially used amounts. If the traveler fails to pay the amounts due the outstanding amount shall be deducted from the employee's next month's pay or from any other payments due. The travel voucher shall be completed within 30 days after the termination of travel.

### **1009.5 REIMBURSEMENT OF OTHER EXPENSES**

Mileage may be paid for the use of personal vehicles at the rate paid by the US Government for in-country travel. The Director must authorize all payment of mileage in writing before the travel occurs. Other expenses incurred by employees of the school or members of the Board of Directors may be reimbursed if prior approval is obtained and the expense is incurred in authorized service to the school. Unanticipated and unavoidable travel expenses incurred in authorized travel may be reimbursed at the discretion of the school. Documentation for such expenses must be provided. A lack of adequate documentation is grounds for denial of the claim for reimbursement.

### **1009.6 ADVANCES**

In addition to advances for travel, advances may be made for the following. Any employee of AISB who is beyond his/her three-month probationary period is eligible to apply for an advance. The request for advance must be submitted to the Director in writing. All advances granted must be approved in writing and received by the receiving employee

#### **1009.61 EMERGENCY SALARY OR HARDSHIP ADVANCES**

An emergency or hardship salary advance of up to one month's salary may be paid at the discretion of the Director to cover expenses due to the sickness, hospitalization, or death of an immediate family member. The advance shall be repaid by three equal salary deductions on the three monthly paydays following thirty (30) calendar days after the date of the advance, or at the discretion of the Director. The Director can bring amounts in excess of one month's salary to the Board for consideration. (Adopted: 04/91)

## **1010 PURCHASING AND PROCUREMENT**

### **1010.1 PURCHASING AUTHORITY AND REQUIREMENTS**

The Director shall authorize the purchase of such books, supplies, equipment, and other materials required for school operations within the limits of the budget approved by the Board. All major expenditures define as the purchase of equipment supplies, or services in excess of \$1,000 or its CFA equivalent, shall be executed through a system of competitive bidding (See Section 510.30). All other purchases to excess of \$200, but less than \$1,000 per transaction (or their CFA equivalents) shall be obtained through competitive quotes whenever feasible. Documentation of quotations and bids should accompany the purchase voucher. Upon approval by the Board of Directors, the Director may delegate approval authority for purchases of unit value less than \$200 or its CFA equivalent.

The Director has the authority to select the vendor for purchases of goods or services valuing less than \$5,000 or its CFA equivalent. For purchases in excess of \$5,000 the Director shall submit his recommendation to the Board through the Finance Committee for the selection of the vendor. The Board and the Director reserve the right to reject any of the bids submitted. Neither the Board nor the Director is bound to accept the lowest bid. Selection shall be made on the basis of cost, quality, reliability of service, and performance.

The Director shall ensure, to the maximum extent feasible in a small school as AISB that the purchasing activity is kept distinct and separate from the receipt and acceptance of services of goods on behalf of AISB. The same individual should not both order and accept school property.

#### **1010.2 CONFLICT OF INTEREST**

Board members and AISB employees shall avoid any conflict between their personal interests and the interests of the school in dealing with, suppliers and all other organizations or individuals doing or seeking to do business with the school. Consistent with this policy, the school requires that competitive bidding be used, accordance with the policies noted in Section 510.30. To avoid the appearance of impropriety, under no circumstances should AISB employees accept gifts from prospective vendors.

#### **1010.3 BIDS AND QUOTATIONS**

Pro forma, competitive bids from three sources shall be sought for all local purchases of value between \$200 and \$1,000 whenever possible. Bids for purchase of goods of value between \$200 and \$1,000 from Europe or the United States may be taken from current catalogues. (Revised 1/2003)

Competitive bids from three sources are required for local purchases of goods and services in excess of \$1,000 whenever possible. If three sources are not available the Director must document in writing the lack of availability. Bids for purchases of goods from the US and Europe or \$1,000 or more in value may be taken from current catalogues. (Revised 1/2003)

#### **1010.4 RECURRENT SERVICE CONTRACTS**

Contracts for recurrent services, such as guards, bookkeeping, ordering and shipping, and insurance services are subject to the same requirements of competitive bidding. However, once awarded, contracts for recurrent services of an annual value in excess of \$1,000 may be renewed without re-bidding for a period up to three years total duration. They must be reviewed and re-bid every three years. (Revised: 04/99)

#### **1010.5 RENTAL OF PROPERTY**

The Director shall recommend to the Board through the Finance Committee, the rental of specific properties for housing overseas hire staff or for school facilities. The Director shall ensure that the property is in good condition at the time of rental, that the cost of the rental is within the normal market cost for such a property, and that the property is not legally encumbered or otherwise at risk. The Director shall ensure that the school complies with all legal requirements pertaining to the rental of the property, and that the rental contract adequately protects the school's interests. (Revised: 04/99)

#### **1010.6 CONTRACT SIGNING AUTHORITY**

The Board of Directors grants authority to the Director to sign all contracts for the purchase of goods or services, including personal contracts, following the approved budget and policies.

#### **1010.7 PAYMENT PROCEDURES**

The Director is responsible for the approval of payment of school bills and the school payroll. Payrolls and payments must be within the limits of the authorized budget. Payment will be authorized against invoices accompanied by proper documentation.

#### **1010.8 PROCUREMENT ON BEHALF OF SCHOOL ORGANIZATIONS**

Because of the difficulty of obtaining adequate supplies for student and parent organizations in Bamako, the Board of Directors will permit the AISB business office to order goods and equipment on behalf of students, the student council, or the Parent Teacher Organization. Each such order must be approved in advance by the Director. In all cases careful record must be kept of the actual cost of the order and shown in the monthly financial report under accounts' receivable. Advance payment for the total estimated cost must be made and shown on the monthly financial report.

### **1011 PROPERTY DISPOSAL**

#### **1011.1 DISPOSAL OF EQUIPMENT**

Equipment identified by the Director as no longer usable by AISB shall be disposed of in the following manner:

- where possible and the value to the school reasonable, the equipment shall be disposed of by trading-in for a replacement;
- equipment that cannot be disposed of through trade-in may be sold locally;
- non-usable or non-salable equipment shall be donated to any interested Malian non-profit group;
- in the event that no group wants the item(s), the equipment shall be considered refuse and disposed of in a safe manner.

Receipts from the sale of equipment shall go into the Equipment Reserve Fund.

### **1011.2 DISPOSAL OF TEXTS, LIBRARY BOOKS, AND SUPPLIES**

Textbooks or supplies identified by the Director or designee as no longer usable by AISB are to be disposed of in the following manner:

- used textbooks and supplies may be offered to students and the general community for sale at a reasonable price;
- items that are not sold may be offered to Malian schools or non-profit institutions for their use and shall be considered a donation;
- non-usable or non-salable items may be considered refuse and disposed of in a safe manner.

Receipts from the sale of texts, books, and supplies shall go into the Operating Reserve Fund.

## **1012 FISCAL ACCOUNTING AND REPORTING**

The Director is responsible for ensuring that an accounting and fiscal management system that corresponds to accepted business practice is maintained at AISB. The system should ensure that the proper checks and balances exist between those who are authorized to prepare and sign checks, those who maintain the financial records, those who authorize expenditure and procurement, and those who receive the items procured. The system should also ensure that proper separation of reserve funds is maintained, and that separate accounting of funds is done where required.

The Director and Accountant shall confer with appropriate financial specialists, including the Board Treasurer, the Office of Overseas Schools of the US Department of State, the Administrative and/or Fiscal Officer at the US Embassy in Bamako, and the school auditors on a regular basis to ensure that AISB business and financial practices are sound.

### **1012.1 REPORTING AND RECORD KEEPING REQUIREMENTS**

The Director, working with the Business officer, shall be responsible for maintaining the financial books and records of the school in proper form. The Director is responsible for ensuring the timely preparation of all fiscal reports and financial statements.

The Director shall submit through the Treasurer to the Board a monthly financial statement which shows monthly and cumulative receipts and expenditures for all budget line items; cumulative receipts and expenditure versus budgeted receipts and expenditures; and a comparative balance sheet which includes all reserve fund activity and balances. Other reports shall be prepared at the request of the Board of Directors. (Revised 1/2003)

### **1012.2 EXCHANGE RATE POLICIES**

The FCFA to US\$ exchange rate for fees will be set by the Board annually in May. The Foreign Currency to US\$ exchange rate used by AISB for all other transactions will be set by the Director. (Revised 1/2003) (Revised 02/07)

### **1012.3 INVENTORIES**

The Director is responsible for maintaining inventories of all school assets including texts, educational supplies and equipment, and capital items (appliances, vehicles, furniture, machines, tools, etc.). The capital item inventory shall include only those items of value greater than \$200 at the time of acquisition. The inventories must include accurate records of all such assets, their location, the date of acquisition, and estimated value at the time of acquisition. All inventories must be updated annually and kept current.

### **1012.4 ANNUAL AUDIT**

In accordance with Article VII, Section 3 of the By-Laws of the General Association of AISB and with the FAM regulations governing the receipt of a grant from the Office of Overseas Schools of the US State Department, an annual audit shall be made of all school funds. An independent, certified public accountant or accounting firm selected by the Board shall do the audit.

The Finance Committee will set terms of reference for the audit. The auditor will submit the report directly to the Finance Committee. The audit shall be completed by November 30 and the report made available to the full board with recommendations of the Finance Committee by December 31. Upon request to the AISB Director, the complete audit report will be available to all members of the association.

### **1012.5 FILING OF FINANCIAL REPORTS**

Neither the Director nor any school official may file any fiscal reports with the host country or US agencies unless specifically approved to do so by the Board of Directors, with the exception of all forms required by the Office of Overseas Schools and by the US Internal Revenue Service to obtain or maintain the school's non-profit status.

## **1013 TUITION AND FEES**

The tuition and fees schedule will be established annually by The Board of Directors according to estimated student enrollment, available financial resources, and budget requirements. Currently School fees include tuition fee, registration fee, capital development fee, observations period fee, English for speakers of other languages fee and transportation fee. The Board of Directors may establish any new fees it deems necessary. All tuition and fees shall be paid to the American International School of Bamako. (Adopted: 04/91) (Revised 02/07)

### **1013.1 TUITION AND FEES PAYMENT SCHEDULE**

Tuition and Fees will be paid in full no later than thirty (30) days after the start of the school year or enrollment of the student. Parents/guardians shall agree to all of the tuition and fee requirements set by the School and will be ultimately responsible for prompt payment of all fees and charges, regardless of any arrangement a parent may have with his/her employer. Upon written request of the parents/guardians, the director may authorize a different payment schedule. (Adopted 02/07)

#### **1013.11 TUITION RATES**

The tuition and fees for the following academic year are established and announced in April after the approval of Annual budget. (Adopted: 04/91) The tuition and fee rates will be fixed in U.S. dollars.

Tuition will be prorated by the academic quarter for students who do not attend AISB the entire school year.

Students who attend any portion of a quarter must pay for the entire quarter. Students withdrawing from school shall notify the Director at least thirty (30) days in advance. (Revised 02/07)

#### **1013.121 REGISTRATION FEE**

First time enrollees at AISB will pay a one-time, non-refundable Registration fee. The registration fee must be paid at the time of enrollment. Its payment and acceptance by AISB guarantees a place for the student. (Revised: 03/93) (Revised 02/07)

#### **1013.122 CAPITAL DEVELOPEMENT FEE**

First time enrollees at AISB will pay a one-time, non-refundable Capital Development fee. Students enrolling in grades k-12 must pay 100% of the Capital Development fee. Students enrolling in Pre-K must pay 25% of the Capital Development fee. Upon entering Kindergarten, the student must pay the remaining portion of the Capital Development fee including any increase. (Adopted 04/07)

#### **1013.13 TRANSPORTATION FEES**

Students using the AISB bus service pay a Transportation fee. Students using the bus service only one-way may pay a pro-rated fee but will be accorded a lower priority in allocation of bus space.

The Transportation fee will be paid on the same schedule as tuition. (Revised: 03/93) (Revised 02/07)

#### **1013.14 ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) FEES**

English for Speakers of Other Languages Fees is for those needing special assistance in learning English as determined by AISB. The ESOL fee will be paid on a quarterly basis. (Adopted: 04/91) (Revised 02/07)

#### **1013.15 OBSERVATION PERIOD FEES**

Observation Period Fees will be charged for a child attending AISB for a one-month observation period. This will be done only if AISB needs to further evaluate a new student. A child attending school during the observation period shall not be considered to be enrolled in AISB. If the child is officially enrolled in AISB at the end of the observation period the observation fee will be credited towards the tuition due, provided that the quarter in which the child is enrolled is the term in which the child was observed (Adopted: 10/97) (Revised 02/07).

#### **1013.16 RE-ADMISSION FEE**

(Space is reserved here for a re-admission fee, which would be an advance payment to reserve a student's place for the coming school year. Should enrollment increase to the point where there is competition for places, the Board may wish to consider enacting such a policy.)

#### **1013.17 SUMMER PRE-SCHOOL FEES**

### **1013.2 CURRENCY OF PAYMENT**

Payment will normally be made in U.S. dollars or upon approval of the Director payment may be made in CFA. (Adopted: 10/97) (Revised 1/2003)

### **1013.3 NON PAYMENT OF TUITION AND FEES**

Students for whom tuition remains outstanding may be excluded from classes and their student records will not be released. Any tuition and fees outstanding as of December 1<sup>st</sup> of the school year are subject to a penalty of 5%. (Adopted: 04/91) (Revised 1/2003) (Revised 03/07)

#### **1013.4 LOSS OR DAMAGE CHARGES**

The Director may assess loss or damage charges to individuals responsible for excess damage or loss of school property. (Adopted: 04/91)

#### **1013.5 LIBRARY FEES FOR NON-STUDENTS**

The Director may establish a library fee for individuals or families who are not enrolled at AISB. Payment of such a fee would permit the family to use the AISB library. A deposit against damage or loss shall also be required.

#### **1013.6 RETURNED CHECK FEE**

Persons whose checks for payment are returned due to insufficient funds shall be charge a fee as set in the annual budget. (Adopted: 10/97)

#### **1013.7 SPECIAL PAYMENT PROVISIONS**

Persons whose circumstances require them to seek relief from full payment of tuition and fees by the due date must apply in writing to the Director requesting deferred payment. The request must cite specific reasons why the applicant cannot comply with the requirement and propose an alternative payment schedule.

Upon the recommendation of the Director, the Board may approve deferred payments in extreme and/or unusual cases. The Director's consideration of such applications will be based solely on demonstrated need and will be considered only on a case by case basis. (Revised 1.2003)

#### **1013.8 REFUNDS**

If a student has attended any portion of a quarter, no refund will be given for that quarter. No non-tuition fees may be refunded. No refund will be made for any part of the current school year if a student is asked to withdraw or is expelled for disciplinary reasons. (Adopted: 04/91) (Revised 1/2003) (Revised 02/07)

### **1014 FINANCIAL ASSISTANCE**

Financial Assistance is available for current or prospective students of any nationality who meet the eligibility requirements listed below and who successfully complete the application process. Only individual applications will be considered. Group applications on behalf of an organization will not be accepted. Decisions regarding financial assistance are made by a committee composed of a minimum of two representatives of the Board and the Director. The Board will establish the total amount of financial assistance to be awarded for the year during the annual budget process. No Board member who is a current applicant of financial assistance may be involved in any discussion or decisions pertaining to the granting of financial assistance.

#### **Eligibility Criteria**

The Financial Assistance Committee offers financial assistance to deserving families who meet the following eligibility criteria and who clearly demonstrate financial need:

1. Students must have an acceptable academic standing in their respective grades, and be an asset to the social climate of the school. A copy of the child's transcripts may be required.
2. Students must have the necessary English language skills. If AISB determines that English as a Second Language (ESL) is necessary, those additional fees will be the responsibility of the parents.
3. Assistance is available to students in all grades K-12, under the following conditions:
  - Assistance available to K-5 students will be contingent upon current class enrollment, with the intent to avoid exceeding the maximum class size limit.
  - Applicants in grades 6-12 will be given priority for financial assistance.
4. Students who are currently enrolled in AISB and who are current recipients of financial assistance have priority in the granting or continued assistance so long as all other eligibility conditions are met.

#### **Ineligibility Criteria**

1. An application from a family whose sponsoring employer (e.g. embassies, NGO, private business) contributes 50% or more toward tuition costs will not normally be considered unless family income is exceptionally low.

2. Families owing current or prior year tuition, or any portion thereof, are ineligible for financial assistance under this program. Parents who fail to meet their financial obligations may lose their Financial Assistance.

### **Application and Notification**

1. Financial assistance requests or renewals must be received by April 30<sup>th</sup> for the following academic year. Applications are obtained from the school office and should be submitted to the Director upon completion. Applications will also be accepted and considered throughout the year on an “as needed” basis.
2. A cover letter explaining the details of the circumstances requiring financial assistance must accompany the application. Incomplete applications will be returned. All supporting documents, as outlined in the application document, MUST be attached.
3. The committee shall establish its own procedures to investigate each recipient for financial assistance as thoroughly as possible. Board members and Financial Assistance Committee members should avoid communications with, and advocacy for, financial assistance recipients that could be deemed a conflict of interest. Applicants may be asked to meet with a member of the committee to explain or clarify details of the application prior to the meeting held to consider the application.
4. The committee has the right to check all information provided by the applicant. If any information is found to be inaccurate or if information that may have an impact the Committee’s decision is left out, or intentionally omitted, the applicant will be permanently suspended from any further opportunities to apply for financial assistance for this or future academic years.
5. The Board stresses the need to ensure that confidentiality is maintained at all times. Private financial information must be handled with the utmost sensitivity.
6. The committee will make its recommendation to the Board, and the Board shall award the financial assistance it deems appropriate no later than one week before the end of the school year.

### **Funding Parameters**

- As much as 75% of current tuition can be awarded to any one student.
- More than one family member may receive financial assistance.
- Financial assistance must be renewed each year.
- All other normal school fees will be paid by applicant.

### **Loss of Financial Assistance**

The Financial Assistance Committee may place any student receiving financial assistance on probation for one semester for falling below stated academic standards. If acceptable standards are not achieved by the end of this probationary period, the student may be ineligible to receive financial assistance for the following school year.

#### **1014.5 WAIVER OF FEES FOR CHILDREN OF FACULTY & PROFESSIONAL EMPLOYEES**

The children of faculty and other professional employees of AISB shall have all tuition, registration, and capital development fees waived unless the spouse's employer provides for educational reimbursement or subsidy. Payment will be made to the fullest extent possible by the spouse's employer, the remaining balance may be waived for the employee. Part-time employees shall have tuition and fees waived on a pro-rata basis proportionate to the percentage of time that the school employs them. In the event that a child of a faculty or other professional employee is enrolled after a parent's employment ceases at AISB, all normal fee policies will apply.

#### **1015 BUILDING PROGRAM AND SITE ACQUISITION**

#### **1016 EMERGENCY EVACUATION BENEFITS (SEE SECTION XI)**

## **Section 11 - EMERGENCIES, SCHOOL CLOSURE AND EVACUATION** (Approved: 1/94)

### **1101 EMERGENCY PROCEDURE HANDBOOK**

Proper operation of AISB requires up-to-date contingency plans to handle emergency situations such as natural disasters, civil unrest, military mutiny or threat of terrorist attacks that threaten the school directly or the safe transportation of children to and from school.

The Director of AISB will develop/revise/review, by the end of September of each academic year, an Emergency Action Plan that details the steps to be taken in a range of emergency situations.

This Emergency Action Plan will be made available to board members, faculty, staff and parents, as well as all embassies and organizations that have children attending AISB. The Plan should be updated as required, but at least once a year.

At minimum the Emergency Action Plan should include the following:

1. An up-to-date warden system (telephone cascade) that provides a mechanism for contacting staff and parents in an emergency.
2. A set of guidelines for action under various threats to the security of the students and the school.
3. A map of the location of safe-havens and a listing of housing assignments for students and staff members.
4. A home school plan for teaching students in the case of a protracted security situation. (Revised 03/07)

### **1102 EMERGENCY SCHOOL CLOSURE AND EVACUATION**

The Director is authorized to announce the closing of school if actual or potential hazards threaten the safety and well being of students or employees. The decision to close the school shall be made by the Director in consultation with the Board Chair. If the situation permits, the Director will inform and/or consult with the Chairperson of the Board, professional staff, and other community agencies responsible for the safety and well being of the community prior to closing the school.

Instructional days lost due to emergency closing may be rescheduled through extended days where possible or Saturday classes. The school year may be extended by order of the Board, if the total number of instructional days lost fall below the minimum teaching days for the year. (Adopted 03/07)

#### **1102.1 INTENT AND IMPLEMENTATION AUTHORITY**

These policies set forth the procedures to be followed if a significant portion of the students enrolled in AISB depart Bamako for a temporary or indefinite period due to civil disturbances in Bamako or in the case of a voluntary or ordered evacuation of US government employees and dependents.

The intent of these policies is to preserve the substantial capital investment made in AISB by the parents and the US government and to facilitate the re-opening of the school after a period of prolonged disruption. The board shall consider implementation of these policies at any time when the US Embassy orders an evacuation of dependents and non-essential personnel or when significant numbers of students have left post under a voluntary evacuation situation. It should be the priority of the board to continue operation, on a reduced basis if necessary, unless there is a threat to students, faculty, or school facilities.

These policies shall be implemented upon the expressed order of the AISB Board of Directors, or (in the absence of a quorum of the Board) upon the mutual agreement of the US Ambassador and the Director of AISB.

#### **1102.2 DISPOSITION OF PERSONNEL**

When AISB has been closed under the authority defined in Section 1102.1 above, all employees will be notified that the termination clause in their contracts is in effect. This clause allows for continued payment and obligation after school closure: 90 days for overseas hire teachers, 45 days for local hire professional staff, and 30 days for local support staff. At the discretion of the Director, and in accordance with Malian labor laws, the Director may retain some office and custodial staff. The guard service shall be continued and may be reinforced, if necessary, by the Director without prior approval of the Board.

In the event of a general evacuation of US Embassy dependents and personnel, AISB overseas-hire employees will also be evacuated. As any evacuation will be coordinated by the US Embassy, prevailing State Department policies and procedures will be adhered to during an evacuation.

In the event of a voluntary evacuation of dependents of US government employees, AISB overseas hire employees would be expected to remain in Bamako but would have the option of evacuating their dependents.

AISB overseas-hire employees will be evacuated to the same safe haven point as US Embassy direct-hire employees or to an employee's home-leave residence. Evacuation to any other point will be done on a cost-reconstructive basis. Any additional travel by the employee or dependents during the period of the evacuation is the responsibility of the employee. Travel and per-diem payments to overseas-hire employees will be the same as those made to US Embassy direct-hire employees.

In the event of an ordered evacuation of dependents, all overseas-hire employees, with the exception of the Director will depart Bamako.

In the event of an ordered evacuation of all non-essential US government employees and dependents, all AISB overseas-hire employees and dependents, including the Director, will be evacuated.

Overseas-hire personnel and dependents will be authorized to return to Bamako on the same basis as US Embassy personnel and their dependents. If the AISB Board of Directors, in consultation with the Director, the US Embassy and State Department officials, deem it likely that the evacuation will be lifted between the 90<sup>th</sup> and 120<sup>th</sup> day of evacuation, the Board may authorize the continuation of overseas-hire teaching contracts for an additional 30 days beyond the 90 days stipulated in the emergency termination clause of the employment contract.

As the continued employment of the Director is essential to the eventual re-opening of the school, the Director's contract will continue in full regardless of the duration of the evacuation.

Any Employee who fails to honor the terms of contract by not returning to Bamako when the evacuation has been suspended will be responsible for the cost of packing and shipping household effects.

Local hire employees will continue to receive their contractual benefits for the 45-day period following the emergency closure. If the AISB Board of Directors, in consultation with the Director, the US Embassy and State Department officials, deem it likely that the evacuation will be lifted after the 45th day, the Board may authorize the continuation of local hire teaching contracts for an additional 30 days beyond the 45 days stipulated in the emergency termination clause of the employment contract.

### **1102.3 CONTINUATION OF LIMITED FINANCIAL OPERATIONS**

During a period of school closure, arrangements must be made to continue payment of bills incurred by the school. In preparation for an evacuation the Director and/or his designate should prepare a list of all bills that would have to be paid. This list should include the name of the payee, the payee's address, the currency in which payment is made and the amount of the payment. This list should also include the contracts that could be terminated during closure without jeopardizing the physical security of the school or the re-opening. A copy of this list should be given to the Chairperson of the Board, the Board Treasurer, and the individuals designated by the US Embassy as the officials responsible for school affairs during closure.

As a contingency in the event of evacuation, the school will establish a single signature dollar account and a single signature CFA account. The accounts will have a minimum balance until an evacuation is imminent. Funds will be transferred from the regular operating accounts to the single signature accounts allowing payment of school obligations during the period when obtaining the normal second signature is impractical. A local hire employee or other person will be designated by the Board to oversee the school's local affairs in the absence of the Director. This person would serve as liaison with the US Embassy official responsible for the school. If the Director has been evacuated, CFA payments will be made according to the prepared list, cited above, with checks being signed by the designated local employee. The Director will continue to process all dollar payments.

If there is time before evacuation, non-essential contracts will be terminated. If these contracts cannot be terminated by school personnel the Board designated local representative or US Embassy officials responsible for the school will be asked to terminate these contracts.

### **1102.4 DISPOSITION OF ACADEMIC RECORDS AND FILES**

The Director will send copies of appropriate student records, school financial records, Board policy, Board minutes, and other pertinent records to a US location for storage and safekeeping. The documents will be updated at least annually. The documents will allow the Director to maintain the school's financial affairs, respond to parent requests for school records, and maintain general school obligations according to Board policy.

During periods of possible disruption the Director is responsible for duplicating student records and distribution to parents at the time of closure or evacuation.

Before evacuation the Director should transfer the following records (both paper and computer disks) to the Administrative Officer of the US Embassy for safekeeping:

- student records
- building leases
- insurance policies
- personnel files
- inventories
- financial records

#### **1102.5 PRESERVATION OF PHYSICAL ASSETS**

Upon closure of the school all equipment shall be stored in the safe haven rooms. Priority shall be given to valuable and hard to replace items such as textbooks and computers. An up-to-date inventory including current valuation of all assets should be maintained at all times. Prior to an evacuation a copy of the inventory and copies of insurance policies should also be given to the Board Chairperson and the Board Treasurer.

School vehicles should be stored with US government vehicles in an area designated by the Administrative Officer at the US Embassy.

#### **1102.6 MAINTENANCE OF COMMUNICATIONS**

The Director shall prepare a list of emergency evacuation addresses and telephone numbers for: 1) overseas hire and local hire personnel: 2) members of the Board of Directors: 3) administrative personnel at the US Embassy. This list will be distributed to the Board and a copy sent to the administrative section of the US Embassy.

#### **1102.7 SCHOOL RE-OPENING**

The US Ambassador or his or her representative will notify the School Director or Board Chairperson when the evacuation is suspended. In turn, the Director and/or Board Chairperson will notify all AISB employees and parents (perhaps through sponsoring agencies) of the date of the school re-opening. In the absence of a quorum of the Board of Directors, the Administrative Officer of the US Embassy may appoint a temporary School Board. The Administrative Officer shall have power of attorney to handle all affairs of the school during the absence of a School Board.

#### **1102.8 FINANCIAL OBLIGATIONS**

In the event of an evacuation the school's financial priorities are:

- a. Payment of all contractual obligations to employees
- b. Payment of all outstanding accounts to vendors and contractors
- c. If appropriate, payment to security agencies, utilities, landlords, etc., to maintain the school premises for the eventual re-opening of school.
- d. Tuition refunds to individual tuition payers who have officially notified the school of withdrawal.
- e. Tuition refunds to sponsoring organizations with dependents who have officially notified the school of withdrawal. Tuition refunds will be made only after all other obligations have been fulfilled. The Director will make tuition refunds only after the longer of 12 months after closure or a decision for permanent closure of the school. If valid requests for tuition refunds exceed available funds, the percentage refunded will be the same for all.