

POLICY MANUAL

2014-15



International School of Kigali-Rwanda



INTERNATIONAL SCHOOL OF KIGALI-RWANDA POLICY MANUAL

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Contents

1.	THE SCHOOL	5
1.1	Background	5
1.2	Vision and Mission	5
1.3	Educational Objectives.....	5
1.4	Governance Structure	7
1.5	Articles of Association.....	7
2.	General Assembly	7
2.1	Dispute Resolution Committee	7
3.	School Board	7
3.1	School Board Mandate and composition.....	7
3.2	School Board procedures	8
3.3	Policy Development and Recording	8
3.4	Administrative Authority	8
3.5	Administrative Regulations	8
3.6	Administrative Supervision	8
3.7	Administration in Absence of Policy	8
3.8	Board Committees	8
3.9	Policy on Parental Input.....	8
3.10	Recruitment and Hiring of the Director	9
3.11	Planning and Evaluation.....	9
4.	ADMINISTRATION	10
4.1	Organizational Structure.....	10

4.2	Director	10
4.3	Fiscal Management	13
5.	BUILDINGS AND GROUNDS	19
5.1	General Policies.....	19
5.2	Use of Facilities	20
5.3	Process for construction projects	20
5.4	Guidelines for contracting	21
6.	PERSONNEL	21
6.1	Professional Staff	21
6.2	Teaching Faculty Salary Scale and Stipends	28
6.3	Specialists.....	28
6.4	Assistant teachers	28
6.5	Substitute teachers	28
6.6	Contract local staff.....	29
7.	INSTRUCTION PROGRAMS.....	30
7.1	Educational objective.....	30
7.2	Guidelines on religion	30
7.3	Controversial issues	31
7.4	Curriculum development	31
7.5	School calendar and schedule.....	32
7.6	Field trip policy.....	32
7.8	Class size	32
7.9	Selection policy for library and other instructional materials	32
7.10	Internet acceptable use policy.....	33
8.	STUDENTS	34
8.1.	Admission policy	34
8.2.	Admission of students with special educational needs	35
8.3.	Placement, promotion, retention, readmission, non-readmission.....	36
8.4.	High school graduation requirements	37
8.5.	Progress reports.....	37
8.6.	Academic policy: Grades 6-12.....	37
8.7.	Student rights and responsibilities	37
8.8.	Student conduct.....	38

8.9.	Expulsion	38
8.10.	Student attendance	38
8.11.	Student health services.....	38
8.12.	Medical treatment for students.....	39
8.13.	Student welfare and safety	39
8.14.	Child protection policy	39
8.15.	Students records	40
9.	COMMUNICATIONS	40
9.1.	Communication with the School Board	41
9.2.	Communication within all staff and school structures	41
9.3.	Communication with the parent community	41
9.4.	Promotion of the school	41
10.	ORGANIZATIONAL RELATIONS	42
10.1.	Rwandan governmental relations.....	42
10.2.	U.S. Governmental relations.....	42
10.3.	Regional and international associations	42
10.4.	Accreditations	42
11.	FORCE MAJEURE AND CLOSURE	42
11.1.	Force Majeure.....	42
11.2.	Short Term Emergency School Closure:.....	43
11.3.	School Closure.....	43
11.4.	School Re-opening	45
11.5.	Evacuation from Rwanda	45
12.	EMERGENCY PROCEDURES.....	46
12.1.	Emergency Procedures	46
12.2.	Emergency Procedure Handbook	46
13.	ETHICS.....	46
13.1.	Conflict of interest policy.....	46
13.2.	Policy on nepotism.....	47
13.3.	Harassment policy.....	49
14.	OTHER DOCUMENTS.....	50

1. THE SCHOOL

1.1 Background

The International School of Kigali Rwanda ISKR was formed in 2009 by a group of parents seeking a non-denominational education of the highest standards for their children.

ISKR offers a full curriculum for children ages 2 ½ to 18, which includes the International Primary Curriculum in the Elementary School, Advanced Placement classes in High School, and an expanding number of sports and after-school activities. Electives include art, music, drama, photography, computers and Rwandan studies.

ISKR continues as a parent-owned school with priority given to fully engaging parents, teachers and students and to creating a warm sense of community.

Since 2014, ISKR has been recognized in Rwanda as Non-Governmental Organization with the following VISION, MISSION and OBJECTIVES:

1.2 Vision and Mission

VISION - the International School of Kigali, Rwanda aspires to be an innovative school that positively encourages individual growth. Our students will achieve their full potential and become lifelong learners ready to make a difference within their respective communities.

MISSION - the International School of Kigali, Rwanda is a child centered community of learners which offers a university preparatory program from Pre-school through grade 12. Rooted in intercultural understanding, ISKR encourages critical thinking and promotes curiosity while offering transformative experiences within Rwanda.

1.3 Educational Objectives

Students at ISK Rwanda will:

- have an international perspective that encourages them to celebrate the cultural diversity of our community of learners.
- demonstrate 21st century skills and competencies characterizing global learners committed to social justice
- have a firm foundation and demonstrate proficiency in science, mathematics, and technology.
- develop proficiency in the English language and at least one other language
- be clear communicators, proficient in reading, writing, speaking and listening
- demonstrate creativity and critical thinking skills that will enable them to be problem solvers
- develop awareness and respect for the environment, both globally and within Rwanda
- involve themselves in a variety of extra-curricular activities including arts, sports, and community service
- acquire a knowledge of, and respect for, the Rwandan people, their history and culture.
- be fully prepared to successfully meet their next academic challenge.

ISKR learners are:

Internationally-minded	Our students are encouraged to develop knowledge of and cultural sensitivity toward their own cultures, the local Rwandan context, and the global community. As a community, we proactively recognize and celebrate human diversity.
Principled	Our students are expected to act with integrity, honesty, and with a strong sense of fairness, justice, and respect for themselves and others.
Responsible	Our students are expected to take ownership of their actions and the consequences that accompany them.
Caring	Our students are expected to be open-minded, empathetic, compassionate and respectful towards the needs and feelings of others. They are also expected to make a personal commitment to service and act to make a positive difference in their school and their broader communities.
Creative	Our students demonstrate originality and inventiveness in their work and are open and responsive to new and diverse perspectives. They act on creative ideas to make tangible and useful contributions to their community and peers in a range of contexts.
Inquirers	Our students learn to ask and think about searching questions related to their learning and plan and carry out investigations related to these questions. They collect and examine evidence and use a range of thinking skills to solve problems and evaluate their own and alternative points of view.
Communicators	Our students learn to share their ideas, points of view, and learning in a range of situations with different audiences. They use writing, speaking, and a variety of tools to communicate and embrace multilingualism as they expand their ability to communicate in English and other languages.
Collaborators	Our students understand that all members of a team have an important role to play, and they learn to adopt different roles as they work with others in a variety of contexts. They are able to work toward goals alongside and in cooperation with others to accomplish diverse tasks.
Knowledgeable	Our students learn through a range of themes and subjects and develop proficiency in the sciences, mathematics, technology, English, world languages, Rwandan history and culture, global and local environmental awareness, and the arts.
Resilient	Our students discover that success is a process that requires hard work and endurance. They learn to see their tasks through to completion and cope with disappointment when success does not come at the first try. They are encouraged to view failure as a learning tool and not to give up until they have accomplished a goal or task.

1.4 Governance Structure

ISKR is a membership based non-governmental organization. The STATUTES of ISKR define the legal structure and functioning of the school, as a parent-owned school with the following bodies:

- i. The General Assembly
- ii. The School Board
- iii. The Board Audit Committee
- iv. The Dispute Resolution Committee

Refer to the school's statutes for further details.

1.5 Articles of Association

The school's articles of association are contained within the STATUTE OF THE INTERNATIONAL SCHOOL OF KIGALI-RWANDA (ISKR). Please refer to this document published separately.

2. General Assembly

The General Assembly is the Supreme decision making organ of the organization. Its composition, mandate and functions are defined in the STATUTES of ISKR.

ISKR is a parent-owned school. Upon joining the school, each parent and guardian becomes a member of the General Assembly with one vote for all issues brought before the assembly and vote in the elections for the School Board.

2.1 Dispute Resolution Committee

As per the ISKR statutes, the General Assembly shall appoint a dispute resolution committee made up of three to five members of the General Assembly.

3. School Board

3.1 School Board Mandate and composition

The composition, meetings, duties and powers of the School Board is defined in the STATUTES.

In order to avoid conflict of interest, ISKR employees — with the exception of the teacher board member appointed by the Teachers' Association — shall not be eligible to stand for election or to serve as members of the ISKR School Board. Members of the Board who are applying for employment at ISKR themselves must resign their Board position prior to their candidacy being considered.

3.2 School Board procedures

The School Board modalities and guidelines on the functioning of the board are defined in the SCHOOL BOARD OPERATIONAL MANUAL. This chapter defines in detail the strategic and policy mandate of the School Board.

3.3 Policy Development and Recording

The School Board shall develop and adopt a set of policies to be maintained in the Policy Manual (this document), which will be available to sponsoring agencies, parents/ guardians, staff, and interested members of the School community.

Periodic review and, if warranted, revision of the Policy Manual shall be conducted. Adoption, deletion, or amendment of policies shall require a quorum of the Board. In unusual circumstances, policies may be waived by a majority vote of the Board outside of a meeting venue until acted upon formally at the next Regular or Special Meeting.

3.4 Administrative Authority

The School Board shall appoint a Director to administer the school. All school personnel are responsible to the Director.

3.5 Administrative Regulations

A compilation of Administrative Regulations (such as FACULTY HANDBOOK, PROFESSIONAL GROWTH AND EVALUATION HANDBOOK, SUPPORT STAFF HANDBOOK, AND FINANCIAL PROCEDURES HANDBOOK) shall be maintained by the Director and revised in consultation with the Board as needed.

3.6 Administrative Supervision

The Director is responsible for the daily management of the organization and is answerable for this to the Board.

3.7 Administration in Absence of Policy

In cases when action must be taken on what might normally be considered a policy matter and the Board has provided no policy guidelines for such action, the Director shall have the power to act. His/Her decisions, however, shall be subject to review by the Board at its next regular meeting or special meeting if necessary. It shall be the duty of the Director to inform the Board promptly of such action and the need for policy.

3.8 Board Committees

The Audit Committee and the Finance Committee are standing committees of the School Board. The School Board shall employ standby and special committees as required.

3.9 Policy on Parental Input

Members of the ISKR school community are invited to take an active role in the life of the school. Matters relating to the operations of the school should be referred to the Director, but members may communicate directly with Board members regarding strategic, Board-level issues.

Members who are especially qualified because of training, experience, or personal characteristics may be invited to advise and assist, individually or in groups. The School Board invites such involvement after consultation with the Director. The School Board and staff shall give due consideration to the advice which they receive from

individuals and community groups interested in the School; however, the School Board and staff shall use their own best judgment in arriving at decisions.

PARENT TEACHER ORGANIZATION- the School Board wants members of the community to be involved with School activities and to assist in ways deemed appropriate. Therefore, the School Board grants permission for the parent community to establish and maintain the ISKR Parent-Teacher Organization (PTO) according to the CONSITUTION and BYLAWS of said organization. The ISKR PTO shall designate a member to the Board who will act as a liaison between the PTO and the School Board.

3.10 Recruitment and Hiring of the Director

The School Board 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 in both curricula development and school management, possessing the appropriate education level and administrative credentials.

The Board shall seek candidates using appropriate international school recruitment services such as those provided by Search Associates, the Council of International Schools or Carney Sandoe. After a full and thorough search and consideration of applicants, the suitable finalist candidate or candidates shall be invited for a personal visit and interviews at ISKR. Normally, the Board will endeavor to complete the recruitment process no later than the end of November for the subsequent school year.

The School Board is responsible for negotiating a contract of employment with the Director.

3.11 Planning and Evaluation

BOARD PLANNING AND EVALUATION - the School Board will evaluate itself in writing annually, submitting the report no later than the last meeting of the current Board's term of office. The evaluation will be based on 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.

PERFORMANCE ASSESSMENT OF THE DIRECTOR - the School Board shall evaluate the Director annually in writing no later than end of May of the school year. The evaluation process will include goals as mutually agreed and developed not later than 30 August 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 parent and professional staff input. The performance evaluation will be kept confidential by the School Board.

4. ADMINISTRATION

4.1 Organizational Structure

The Director shall be responsible for creating and maintaining an appropriate administrative structure to ensure the smooth functioning of the school and for maintaining a current organizational chart reflecting that structure.

4.2 Director

4.2.1 RESPONSIBILITIES OF THE DIRECTOR

The School Board delegates administrative responsibilities to the Director. The Director shall execute the policies and regulations of ISKR and is responsible for the organization, operation, and administration of the total school program.

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 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 School Board for the proper fulfillment of his/her duties.

4.2.2 DUTIES

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

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.

REPORT TO THE 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.

PERSONNEL - the Director shall advise the School Board on all matters relating to the salaries and classification of staff members. The Director shall inform the School Board 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.

TERMINATION OF TEACHER CONTRACTS - 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. All such terminations must be done in accordance with the labor laws of Rwanda after receiving advice from the school's lawyers (Evaluation procedures are outline in the Professional Growth

and Evaluation Handbook). A teacher disagreeing with this decision shall be encouraged first to resolve the issue with the Director. S/he then may then follow the grievance procedures approved by the School Board.

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.

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

ADMISSIONS - the Director shall admit students in accordance with the policies of the School Board. (See admissions policy).

PLACEMENT, PROMOTION, RETENTION AND GRADUATION - the Director shall be ultimately responsible for the placement, promotion, and graduation of students and delegates to assure appropriate outcomes.

INSTRUCTIONAL PROGRAM - the Director shall be ultimately 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. The Director delegates to achieve appropriate outcomes and makes budgetary recommendations to the Board as appropriate.

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.

STUDENT BEHAVIOR - the Director shall be responsible for establishing and enforcing behavior policies appropriate for the various levels of the school.

SUSPENSION OF STUDENTS - the Director shall have the authority to suspend students for a period of up to one week under the behavior policies established. This period may be extended with the approval of the School Board. The Director is responsible for contacting the parent or guardian immediately after a student is suspended. For each suspension, a letter must be sent to the home listing the reasons for suspension, period of suspension, instructions to be followed by the student during the suspension period, and a request for 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.

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 School Board. The appeal must be in writing and addressed to the President of the School Board.

FINANCE - the Director shall take the initiative in preparing the annual budget in consultation with the Treasurer for presentation to the School Board. The Director shall analyze and interpret to the Board long-range needs and proposals. The Director shall supervise the activities of the business department to ensure compliance with the policies established and shall provide monthly budget updates to the Treasurer.

FACILITIES - the Director shall analyze and submit recommendations to the School Board regarding school needs including maintenance and repairs and new construction when appropriate.

INVENTORY - the Director shall be responsible for establishing a system of inventory of nonexpendable instructional supplies and equipment to ensure that all items are accounted for at the beginning and at the end of the school year.

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. The Director shall inform the School Board of significant loss or damage to school property.

SUPERVISION OF PLANT - the Director shall be responsible for the proper supervision of the school buildings and the school grounds.

SAFETY PRECAUTIONS - the Director shall be responsible for establishing appropriate safety procedures that are distributed and understood by all. Where appropriate these procedures will be developed with the support and guidance of the Regional Security Officer at the US Embassy in Kigali.

VIOLATION OF RULES - the Director shall report immediately to the Board President any willful violation of rules of the School Board by any employee or parent.

REPORTS TO THE COMMUNITY - the Director shall direct a program for keeping parents informed of school developments and issues.

PUBLICATIONS AND PRESS RELEASES - all official articles, publications and press releases that might affect the reputation or standing of ISKR or any of its activities shall be cleared through the President of the School Board before being released, excluding routine notices.

OTHER DUTIES - the Director shall perform such other duties as set forth elsewhere in these rules, or as may be prescribed by the School Board.

4.2.3 EMPLOYMENT CONDITIONS

TERM AND SALARY - the Director shall be appointed by the School Board for a term specified in the contract— in accordance with international school norms, the initial contract will normally be for three years. The School Board may at its discretion and with the agreement of the Director renew a contract in one or two year 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 and benefits will be subject to direct negotiations with the School Board.

VACATIONS - 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 for reasonable periods after the close of school and prior to the start of the school year to ensure the smooth functioning of the school. During all vacations the Director shall leave specific contact details and be prepared to return during emergencies.

DIRECTOR'S LEAVE - the Director is hired on a twelve-month basis. Annual leave and travel allowance shall be agreed upon between the School Board and the new Director and shall be included in the written contract.

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. The Director shall devote such other time, both within school time and while on vacation, as is necessary to fulfill his/her responsibilities.

SALARY INCREASES - any salary increases within the term of the Director's contract will be those specified in the contract.

EVALUATION OF THE DIRECTOR: The School Board will present a written evaluation of Director's performance by end of May annually.

CONTRACT RENEWAL: The Director's contract is renewable for an extension for period of one or two years. The Director shall be notified concerning contract renewal by June 1 of the year prior to the final contract year or at an earlier date if specified in the Director's contract. The School Board may impose a time limit for signing a contract after presentation.

DIRECTOR'S OUTSIDE EMPLOYMENT - The Director shall devote his/her full time, skill, labor, and attention to the discharge of his duties during the term of the contract. S/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 President is required for any remunerative activities.

4.3 Fiscal Management

4.3.1 GOALS AND RESPONSIBILITIES

The quality of education at ISKR depends on the availability of funding for its educational programs. The transparent and 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 School Board, through the delegation of its authority to the Treasurer and the Finance Committee, oversees and annually reviews school financial and business practices to assess compliance with the policies set forth herein.

4.3.2 ACCOUNTING

The Director is responsible for ensuring that an accounting and fiscal management system that corresponds to accepted business practice is maintained at ISKR. The system should ensure that the proper checks and balances exist between those who are authorized to prepare and sign for payments, 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.

REPORTING AND RECORD KEEPING REQUIREMENTS

The Director, working with the Business Manager, 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; accrued expenses; and a comparative balance sheet that includes all reserve fund activity and balances. Other reports shall be prepared at the request of the School Board.

4.3.3 FISCAL YEAR

The School's fiscal year extends from August 1 to July 31. Final accounts of the previous fiscal year will be prepared and presented to the Board for review no later than 30 September each year in preparation for preliminary approval for external audit.

4.3.4 AUDIT

An independent firm shall be selected by the Audit Committee to audit all accounts after the close of each fiscal year to be completed by the end of October, and to prepare an audit opinion on those financial statements and accompanying management letter for the School Board. The School Board shall review the auditor's report no later than 31st December of the audited year. The audited financial statements will be presented to parents at a General Assembly for approval at a meeting each year.

The Audit Committee will develop the terms of reference for the auditing firm. Final approval of the terms of reference and of the auditing firm lies with the School Board. The audit firm shall also be expected to provide counsel to the administration, as necessary. The Board Audit Committee should consider changing the auditing firm after three years of service.

4.3.5 BUDGETING

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 Manager, 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 School Board expects the Director to work closely with the professional staff and any relevant board committees. They should jointly formulate the costs of achieving the goals of the educational program. All budgets presented to the Board must be balanced.

The proposed budget should ensure that:

- the school's programs shall endeavor to 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.

PROCESS AND TIMELINE - the Director is responsible for initiating the budget process in line with the goals established by the Board. The Business and Facilities Manager will be responsible for collecting the data and organizing the presentation of the budget. The Treasurer and the Finance Committee will review the draft budget and submit it to the School Board with its recommendation.

Each year, before the 15th of June the Budget for the next school year shall be approved by the General Assembly.

NON-BUDGETED EXPENSES - non-budgeted expenses of up to 10% of the line items to a maximum of \$5,000 in total may be adjusted only WITHIN the two major categories, Operating Expenditure and Capital Expenditure, by the Director under the following conditions:

- That the Director ensures that all contractual obligations of the school can be met during the year, i.e. salaries, benefits, purchase orders, etc.
- That the budgeted total operating expenditures and capital expenditures remain in balance with expected income.

Non-budgeted expenses in any one line-item that represent over 10%, or more than \$5,000, of that line item should be considered as exceptions and must be approved by the Board.

4.3.6 SOURCES OF REVENUE

ISKR has the following sources of revenue:

- Tuition Fees
- Application and Registration Fees
- Administration Fees (for families paying by installments)
- Office of Overseas Schools Annual Grant
- Facility Rental Fees
- Donations and other grants

The Director may decide, with the approval of the Board, to pursue additional revenue streams such as an annual fund or alumni fund.

4.3.7 FUNDRAISING, BORROWING, RESERVE

FUND RAISING, GRANTS, DONATIONS - to assist in meeting the funding needs of the school, the School 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 School 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 without the approval of the School Board.

GRANTS - 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 reports.

Other grants may be sought but must be evaluated by the Director to ensure that they are in line with the school mission and values.

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. Significant new fundraising campaigns must be approved by the School Board.

BORROWING - from time to time, it may be necessary for the school to borrow money. The Director may not seek a loan for the school until the Board has given its approval. The final loan contract must be reviewed by the Treasurer and Finance Committee and approved by the School Board.

RESERVE ACCOUNTS – the School Director and Management and the School Board must ensure sufficient reserves in order to ensure the long term operations of the school. Reserve and Capital Funds shall therefore be established. No expenditures may be made from any reserve or capital fund without the approval of the School Board. The School Board shall also approve the amounts invested in each fund and with each institution.

4.3.8 TUITION AND FEES

PAYMENT - all invoices and subsequent tuition payments shall be in U.S. dollars. In exceptional circumstances, the Director may allow a company or an individual to pay in Rwandan Francs (RWF). In such cases the school will use the highest USD National Bank buying rate from the past 30 days. In the event of a delay in paying the invoice in RWF, a new outstanding amount may be re-calculated by the school.

Tuition and fees are to be paid on an annual basis and all tuition and fees must be paid within the scope of the school year in which they are assessed. Tuition and fees must be paid by the dates established in the Tuition Fee schedule as approved annually by the School Board or within one month of enrollment date during the school year, unless enrolled in the School's payment plan.

Penalties for late payment will be established in the Tuition Fee schedule approved annually by the School Board.

The School Board will annually review its tuition fee policies including provisions for paying fees in installments. Should the School Board agree to allow a fee installment plan, other fees such as the Application and Registration Fees must be paid with the first installment. In order to qualify for a payment plan, the installment fee must also be paid with the first installment payment. The Director, at his/her discretion, may allow for an alternative payment schedule for families who have demonstrated need. In such cases, the Director will inform the Board Treasurer of such arrangements.

If required payments, i.e. full tuition or approved installment plan, are delinquent by more than 30 calendar days the student will not be allowed to attend class before outstanding payments have been cleared. In the event that special circumstances exist, parents or guardians may make special written application to the Director for consideration of a waiver of these policies.

Should families owe any fees to the school, no transcripts, attendance certificates or other school records will be released.

Refunds for early withdrawal are voluntary by the school and presuppose normal family transfer. Any large number of withdrawals, for which compensating admissions are not expected, may require the school to suspend all payments for early withdrawals.

Such tuition fee refunds will be made only for any quarter(s) paid for but not attended when students depart school permanently. Refunds may be obtained for tuition fees only and do not include the non-refundable deposit of school fees and / or Application fees paid.

Additional fees for the expenses of processing overseas payments of school tuition and fees must be paid by the parent/guardian.

When a situation occurs whereby the school must be closed due to factors beyond its control (force majeure), no refunds will be given.

APPLICATION AND REGISTRATION FEE - the Application and Registration Fee is a non-refundable fee assessed and paid by all incoming students at the time of application. In the event a student withdraws and subsequently re-enrolls, the Application Fee will not be levied.

BAD DEBT - it is the responsibility of parents to ensure that school fees are paid on time regardless of whether the fees are paid by the parents individually or by their employers. Efforts will be made to collect the debt for a period of eighteen months following the due date after which the debt is written off. The school reserves the right to pursue bad debts under the appropriate provisions of Rwandan law.

4.3.9 HANDLING OF FUNDS

AUTHORIZATION FOR PURCHASE OF FIXED ASSETS - the overall authorization for purchasing new property is incorporated in the capital budget duly accepted by the General Assembly. During the fiscal year, the Board may also authorize new purchases.

DISPOSAL OF THE SCHOOL'S FIXED ASSETS - the School Board must approve any kind of disposal of the school's fixed assets that exceed \$5,000 per item in current value.

PETTY CASH – the School Board authorizes a petty cash account for the use of the school. The Business Manager administers the account. No more than \$500 [or equivalent in RWF] shall be kept as petty cash at any time. Petty cash shall be used to purchase any item or pay for any service not exceeding a value of USD 200 [or equivalent in RWF]. 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 Business Manager or the Director. The petty cash account will be reconciled at the close of each week for inclusion in the monthly financial report. Periodically the director will conduct unannounced reconciliations. Note: all petty cash expenditures must apply to an established budget line.

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 within no more than three business days 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.

SIGNATURE AUTHORITY AND LIABILITY OF THE SCHOOL - for all contracts or payments regularly budgeted up to US \$2,000 [or equivalent in RWF], the Director may sign alone. In the absence of the Director, two board members who have been appointed as signatory may co-sign.

For all contracts or payments regularly budgeted over US \$2,001 [or equivalent in RWF] the signatures of both the Director and one of the Board signatories is required. Should the Director be unavailable, the signature of three Board signatories will be required.

For all unbudgeted expenditures of over US \$2,001 [or the equivalent in RWF] the Director must inform the Board and receive the approval as per Board procedures.

For all contracts not budgeted, the signatures of both the Director and one of the Board President [or Vice-President should the President be unavailable] are required. Budgeted contracts may be signed by the Director alone.

The following Board members will normally be signatories: the Board President; the Board Vice-President; the Treasurer; the Secretary; the School Board may, however, decide to appoint other signatories from its membership by a majority vote of the Board.

The authorization of the Treasurer [or the Board President or Vice-President should the Treasurer be unavailable] is needed to open bank accounts. Such accounts shall be maintained so that they provide the maximum income compatible with safety and with liquidity requirements.

The School Board may choose to change the limits of the signatory authority from time to time to meet immediate needs.

Should any of the above persons intentionally not follow these directives, the school will be entitled to claim reimbursement of any loss incurred.

PURCHASE PROCEDURE -

- Purchases can be made if duly authorized only (Budget or Board decision).
- All local purchases over \$3,000 (or equivalent) per order will be supported by at least three quotations where possible. Where more than one source of supply exists, any deviation from purchasing from the lowest bidder will be briefly noted on the concerned quotation. Quality is an important consideration so the concept of “best value for money” will be applied rather than simply the least expensive quotation.
- For imports, the Director will procure, via a recognized consolidator most educational materials. For other items over US\$3,000, quotations will be required. Any deviation from purchasing from the lowest bidder will be briefly noted on the concerned quotation.
- Advance payments made for the purchase of materials and supplies to be used in the following school year shall be recorded as an asset. These costs shall be charged to expense in the year in which the materials and supplies are budgeted.
- To control school’s assets, a fixed-assets inventory will be maintained, and will be updated at least annually. The inventory will be subject to periodic and annual audit.
- The Business and Facilities Manager will report to the Director any deviation from the present regulations.
- The Director is responsible for implementing these rules.

DISBURSEMENT PROCEDURE - the overall authorizations for disbursing funds of the school are the operational and capital budgets. No funds can be disbursed if not budgeted or if the Board has not decided to authorize the non-budgeted expenses. The funds will be disbursed in accordance with:

- The contracts signed.
- Rwandan financial laws.

All salaries are paid on a monthly basis, at the latest on the fourth Wednesday of each month. Teachers' salaries for June and July will be paid on Monday of the last week of school.

The following documents will be attached to all disbursement vouchers:

- Original and valid receipt or indication of check number.
- Original bill or invoice.
- Original airway bill or bill of lading for imported material.

The Business and Facilities Manager is responsible for presenting these documents and for making sure that authorization for disbursement is there.

5. BUILDINGS AND GROUNDS

5.1 General Policies

INSURANCE - the following types of insurance shall be carried, in amounts approved by the School Board, and it shall be the responsibility of the Director to see that all necessary policies are in order at all times:

- Fire, Earthquake, and Water
- Theft/Vandalism
- Public Liability (premises and operations)
- Office-Holders Liability Insurance (Director, Business Manager and Board members)

The Director along with the Finance Committee shall annually review and/or revise the insurance so it meets the needs of the School.

SAFETY PROCEDURES - emergency procedures, including an emergency evacuation procedure, shall be developed by the Director who shall see that all faculty and students are familiar with it. The Director shall be required to develop an emergency drill schedule where all emergency procedures are practiced a minimum of three times during the academic year. The Director will ensure that the school has an Emergency Procedures Manual.

HEALTH AND SANITATION PROCEDURES - all sanitary facilities shall be kept clean and in good working order. Buildings and grounds shall be kept free of hazardous conditions.

INVENTORIES - the Business and Facilities Manager is to see that up-to-date inventories of all equipment and supplies are to be kept.

DAMAGED PROPERTY - any student or member of the school staff who, through negligence, damages school property shall be held responsible, and the concerned parents or staff member shall be required to pay a reasonable repair or replacement charge.

Should staff members have school property at their disposal for private use, they will be responsible for all repairs or replacements of property damaged due to negligence, if deemed necessary.

5.2 Use of Facilities

ISKR facilities are maintained for the use of students and faculty and in support of the school's educational program. First priority for use of the facilities—which include the hard court, cafeteria, playgrounds, the IT Lab and classrooms—shall be reserved for student and teacher use.

Use of the school's facilities by other individuals and groups may be arranged by the school administration for individuals or groups as long as those individuals or groups are able to affirm the mission and purpose of ISKR. It is the responsibility of the Director to ensure that adequate supervision is in place to ensure the health and safety of all participants and the security of the school premises.

Use of any of the school's facilities may be subject to fees as established by the school's administration to cover associated costs, maintenance of the facilities. The Director, in consultation with appropriate staff members, will make the decision on any request for the use of any school facility.

5.2.1 Vendors and Commercial Activities at ISKR

The Director may approve the presence of vendors on campus or other commercial activities on campus with the following conditions:

1. All vendors at ISKR must have some charitable component to their work – i.e. a part of the profits goes toward a local project that benefits needy people in the community.
2. The items being sold are desired or useful to the ISKR community.
3. Where possible, the school is able to explore service learning opportunities for ISKR students.
4. The Director personally interviews such vendors and keeps copies of the vendors' identification cards for security purposes.
5. The Director is assured that the commercial activity is safe and poses no risk to the community.
6. The Director will periodically review the status of each vendor.

5.3 Process for construction projects

All building projects must be approved by the Board upon the recommendation of the Building and Grounds Committee.

Construction projects below \$20,000 can be managed by the Administration provided they have been included in the budget. The Administration must develop a contract that clearly states the scope of work to be done and guarantees the final product.

In case of any construction project exceeding \$20,000 a contract must be signed between the school and the company concerned. The following process must be observed:

- The Administration will prepare a project proposal including a description of the work, its educational value, a rough cost estimation, a recommended architect, and method of tender considered most appropriate, i.e. a) invitational bids, b) open bids, c) third country, for the contracting.

- The Buildings and Grounds Committee will then review the proposal and submit its recommendation to the Board for approval.
- The Administration, in collaboration with the chosen architect and in consultation with the Buildings and Grounds Committee, arranges for tendering the contract. They review the contractors' offers. The Buildings and Grounds Committee then finalizes its recommendation, to be presented to the Board for approval. The recommendation should include the cost of the project, the recommended architect or supervisor, and the contractor they consider most adequate, with appropriate justifications.

After the above have been approved by the Board, the Administration will prepare a contract to be signed by the Director and the Board President (or, in his/her absence, the Vice-President).

5.4 Guidelines for contracting

The contract must include the following:

- A fixed price and a procedure of payment, linked to regular measurement of the work achieved. Cost-plus contracts are prohibited. However, it is recommended to include a maximum 5% contingency in the school budget, but not mention it in the contract. It should only be used with serious justification, approved by the Board.
- A contract supervisor must be identified; it can be the Administration, or an independent contractor under separate contract. In this way, there will be no conflict of interest, i.e. the responsibility for execution of the work and necessary supervision will be clearly determined.
- A "performance guarantee" clause: upon completion of the work, all components will be thoroughly checked by the consultants and the school. All deficiencies and remaining work, if any, will be listed down and agreed upon by the contractor. They will have to be rectified within a stipulated time. The "final certificate of completion" will be issued at the end of that period if everything has been completed as agreed, and it will be signed by the school if satisfied.
- All changes to the original contract must be made in writing, all change orders over \$500.00 must be approved by the Buildings and Grounds Committee.

6. PERSONNEL

6.1 Professional Staff

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 hiring of all teachers is to be on the basis of qualifications, experience, and merit with no discrimination as to race, religion, sex, age, sexual orientation, place of residence, or nationality.

The Director is authorized to recruit the qualified staff in the manner that he/she deems most effective, including making recruiting trips when necessary.

6.1.1 HIRING POLICIES

QUALIFICATIONS - all full-time teachers/professional staff to be employed by ISKR shall have a degree from an accredited university and be certified and/or qualified for the field in which they teach at least half of the time. Exceptions to this requirement must be justified by the Director and approved by the Board. The teacher in this exceptional case will be required to pick up credits leading to certification as determined by the Director prior to being considered for rehire the following year.

All full-time teachers shall be responsible for being certified and/or qualified and shall be encouraged to pursue professional development while under employment at ISKR.

APPOINTMENT AND ASSIGNMENT - the Director appoints the teaching staff by offering a contract. Signed contracts shall be returned to the Director within one week of their issuance. Contracts not returned will become null and void.

Members of the immediate family of the Director will be eligible to hold aide, tutor, part or full-time positions at ISKR. To avoid conflict of interest, the School Board President will handle applications and make recommendations to the School Board for hiring. The supervision of the family member teacher shall be done by the supervising/designated Coordinator. This supervisor would report the results of that evaluation directly to the School Board President.

HIRING PROCEDURE FOR NEWLY-CREATED POSITIONS – when the Director wishes to hire for a position other than a replacement position, the following procedure must be followed:

Local Hire Positions

1. The Director will create a job description for the Board's approval.
2. The Director will explain to the Board the need for the position and how it will be financed.
3. The Board will decide whether the Director may proceed with hiring.
4. The Director will advertise the position with the attached job description on the employment tab on the school website, to the school community and on local websites such as Kigali Life or Job in Rwanda.
5. The Director will designate a hiring committee of two to three people with expertise appropriate for the position.
6. The Director will create a long-list of candidates for the committee's approval.
7. The Director and the hiring committee will create a short-list of candidates for interview (normally three or four candidates)
8. The Director and hiring committee will interview the candidates and make a recommendation.
9. The Director will personally speak with references prior to making a job offer.
10. The Director will make the final determination as to which candidate will be appointed.
11. The Director will inform all interviewed candidates as to the result of their candidacy.
12. The Director will inform the Board of the final decision and the reasons for the selection.

Overseas Hire Positions

1. The Director will create a job description for the Board's approval.
2. The Director will explain to the Board the need for the position and how it will be financed.
3. The School Board will decide whether the Director may proceed with hiring.

4. The Director will advertise the position with the attached job description on the employment tab on the school website and with appropriate search agencies.
5. The Director will designate a hiring committee of two to three people with expertise appropriate for the position for possible Skype interviews.
6. The Director will create a long-list of candidates for the committee's approval.
7. The Director and the hiring committee will create a short-list of candidates for Skype interview (normally three or four candidates). *Note: if the Director is hiring at an international recruitment center, the process will be conducted by the Director alone.*
8. The Director and hiring committee will interview the candidates and make a recommendation.
9. The Director will personally speak with references prior to making a job offer.
10. The Director will make the final determination as to which candidate will be appointed.
11. The Director will inform all interviewed candidates as to the result of their candidacy.
12. The Director will inform the School Board of the final decision and the reasons for the selection.

For replacement positions, the Director will follow steps 4 to 12 inclusive.

6.1.2 MEDICAL REQUIREMENTS AND SICK LEAVE

The Director shall establish and ensure compliance with regulations stipulating the medical requirements for all ISKR employees.

Faculty shall be granted sick leave according to the current labor laws of Rwanda.

6.1.3 CONTRACT TYPES AND PROVISIONS

There are two types of teacher contracts which may be offered by the Director to teaching personnel:

- Overseas hire teacher contracts
- Local hire teacher contracts

All teachers who were offered teaching contracts while residing outside of Rwanda **and** whose transport to Rwanda was paid by ISKR shall be considered as overseas hire teachers. All teachers who do not meet both requirements above will be considered local hire teachers.

When changes, modifications or amendments to the standardized contract are desired either by either a teacher or the Director, agreement of terms must be first established between the teacher and the Director whereupon the amendment must be submitted to the Board for final approval.

6.1.4 DETERMINING A SALARY-BENEFIT PACKAGE FOR TEACHERS

ISKR is committed to a consultative process for determining faculty salary and benefits. Such a process shall involve various stakeholders including the Director, representatives of the ISKR Teachers' Association, the Business and Facilities Manager, and the Board Finance Committee. Within the budgeting and hiring cycle, the major portion of this work must be undertaken and completed *prior to January 15* of the school year, ensuring that the Board has time to consider a specific faculty salary and benefit package when it reviews the draft budget at its February meeting. For financial reasons, the Board may delay a decision provided that the Board guarantees to teachers that the salary and benefits package for the coming year will at least equal the one for the current year. As part of its commitment to recruiting and retaining excellent faculty, the school will benchmark its salary and benefits package with other like schools in the region.

6.1.5 TEACHER RESPONSIBILITIES

Teacher responsibilities are laid out in the teacher job description and in the Professional Growth and Evaluation Handbook.

6.1.6 TEACHERS' ASSOCIATION

The teacher shall have the right to join the ISKR Teachers' Association, which is recognized by the Board for the purpose representing the teachers on matters of salary, benefits, working conditions, and procedures for the resolution of grievances. The Teachers' Association will present these issues to the Director and to the Teacher Board Member who will then convey this information to the Board.

The teacher shall have the right to initiate the grievance procedure, and may, at his or her option, involve the teachers' organization in the proceedings.

6.1.7 PROFESSIONAL DEVELOPMENT POLICY

The School will support a Professional Development Fund for the faculty which will be budgeted on an annual basis at a rate of at least 1.5% of the total salaries of the professional teaching staff.

The Professional Development Fund will be comprised of three categories:

- School-wide and Divisional Initiatives
- Personal Professional Development
- Professional Development linked to ISKR's PROFESSIONAL GROWTH AND EVALUATION PLAN.

The Director will be responsible for creating a clear and transparent professional development policy (see Faculty Handbook) that will be made available to all ISKR employees based on the three categories above.

6.1.8 PROFESSIONAL STAFF EVALUATION

The Director shall develop and implement a continuing school program for evaluating the instruction process, which shall be elaborated in the Professional Growth and Evaluation Handbook.

6.1.9 CONTRACT RENEWAL AND NON-RENEWAL FOR TEACHERS

The Director will ask all teachers whose contracts expire at the end of the current school year whether they wish to receive a contract for the subsequent year and will require formal notification no later than the third Monday in November. Failure to respond may be construed as an intention not to return. The Director will then decide no later than 15th December, based on both individual performance and the school's anticipated staffing needs, whether or not to offer a new contract. Based on this information, contracts will be issued for the following year. Renewed contracts must be signed and returned to the Director within one week of their being issued.

All contracts are governed by the labor laws of Rwanda. Breaking of a fixed term contract before its end is prohibited and the school would be entitled to seek financial redress. The law allows for all salaries remaining on the term of the contract to be paid as damages. Therefore, as a minimum, if a teacher breaks contract, final flight and shipping benefits will be withheld. If no reasonable notice is provided, greater damages than this may be sought.

In the event a teacher fails to return from the summer holiday while under contract, he/she will lose all accrued shipping benefits as well as any other benefits of employment. Additionally, teacher placement agencies may be informed of the teacher's breach of contract.

Decisions may be appealed to the Director. If the Director's decision is deemed by the teacher to be in violation of policy, he/she has the right to appeal to the School Board.

6.1.10 CONTRACT TERMINATION FOR TEACHERS

A contract may be terminated by the Director for gross negligence under Article 28 the relevant Rwandan labor laws as per the duties of the Director.

The Director may approve a letter of resignation submitted by a teacher during a contract giving at least 60 days advance notice. In such cases, the teacher normally shall be reimbursed only for salary earned and accrued under the contract to the date on which the termination becomes effective. The teacher will not receive return airfare or shipping benefits.

A contract shall be deemed terminated without fault of the teacher in the event of serious illness of the teacher, as certified by a recognized Doctor of Medicine, which is of such a nature as to prevent the teacher from completing the obligations of this contract. In the event of such termination, the teacher shall be reimbursed for all salary earned and accrued under the contract to the date of such termination, including all other benefits to which he or she may be entitled. In the event of a family crisis or extraordinary personal circumstances, the Director may allow a teacher to terminate a contract without fault for humanitarian reasons.

6.1.11 GRIEVANCE PROCEDURE FOR TEACHERS

A teacher has the right to file a grievance, which is a written complaint by an aggrieved person that there has been a violation or inequitable application of any policies or administrative procedures or that he/she has been treated inequitably by reason of any administrative act or condition which is contrary to established Board policy.

A grievant shall be a teacher, a group of teachers, or the Teachers' Association.

The purpose of this procedure is to secure, at the lowest level possible, equitable solutions to grievances.

Every attempt should be made to resolve the dispute in informal discussions between the Director and the grievant. The teacher or teachers may invite a witness of their choice from amongst the staff to attend any such meeting. Equally, the Director may request a witness at such a meeting.

The grievant must file the grievance within 10 school days of the alleged violation of policy or procedure or non-renewal or termination. If the Director fails to act with a written response within 5 school days, then the grievance is automatically moved to the attention of the School Board.

If the grievant is not satisfied with the written decision of the Director, then he/she may appeal to the Board President. The grievant must make a request to the Board President or his/her designee within 5 school days of receiving the written response from the Director. A written summary of the dispute must be included with the request.

After receiving the written request for a hearing from the grievant, the Board President or his/her designee shall ensure a confidential hearing by the Dispute Resolution Committee within 5 school days. The Dispute Resolution Committee will then provide a written recommendation to the Board President within 5 school days.

The Board President will then provide a written decision to the grievant no later than 3 school days after receiving the report of the Dispute Resolution Committee.

The same procedure above will be followed whether the grievance with Director or with another member of the school community.

A final appeal may be made to the Board if the grievant is not satisfied with the decision of the Dispute Resolution Committee. A hearing within 10 school days of the President of the School Board / designee's decision must be set at the written request of the grievant. A grievant may bring a representative from the Teachers' Association or the Board or the legal counsel of his/her choice, to assist in presenting the case. The decision of the Board will be final. No document concerning the grievance shall be released from the files without written consent of the grievant.

6.1.12 OUTSIDE EMPLOYMENT BY TEACHERS

Full-time teachers shall not ordinarily engage, directly or indirectly, either in his or her own name, or in the name or agency of another person, in any outside business, profession or occupation without the written permission of the ISKR Director.

One copy of the written permission will be placed in the teacher's personnel file.

Guidelines which the Board may use to evaluate cases of outside employment:

- Does the activity tend to jeopardize the School's position with the Rwandan government?
- Does the activity constitute a conflict of interest, such as when a teacher accepts pay for tutoring one of his or her own students after school hours?
- Does the activity interfere with the teacher's ability to perform his/her professional duties, including extra-curricular obligations.

6.1.13 DEPENDENTS

DEFINITION OF DEPENDENTS - dependents include the following members of an employee's family as indicated in the employee's contract with ISKR and Personnel file maintained at the school. It is the responsibility of the employee to inform the administration of changes in family status and changes must be recorded in the Personnel file.

- Spouse residing in Rwanda at least six (6) months of the academic year.
- (2) Children up to the age of 19 and are residing at home. The term children shall include natural offspring, step-children, adopted children, and those under legal guardianship of the employee or employee's spouse.

The school has an obligation to provide for one new dependent beyond the number specified in the initial contract. If a teacher acquires a new dependent during the contract period through the birth or adoption of a child or through marriage, the school will immediately arrange to procure a visa for the new dependent and pay for his/her enrollment for medical insurance if any of these benefits are not covered elsewhere. In the event of a multiple birth (twins, triplets, etc.), the school will cover all new dependents from that birth.

The school has no obligation to provide for the addition of a second or more dependents beyond the number specified at the time of the initial contract. The Director may make exceptions to this policy with the approval of the School Board.

TUITION FOR DEPENDENT CHILDREN - a maximum of two full tuition remissions per family of full time hire teachers may be granted. Children of employees must meet the same entrance requirements and meet the same performance expectations of fee paying students.

In the case of local hire teachers, the tuition benefit will not apply if the cost of tuition would be borne, in whole or in part, as an employment benefit of the teacher's partner or spouse.

6.1.14 CONTRACT AGREEMENTS

The teacher shall agree to abide by the policies, rules and regulations of ISKR as laid out in the contract, in this manual and in the Faculty Handbook.

No changes, modifications, or amendments shall be made to the contract, except as may be mutually agreed upon in writing by the parties to the contract.

6.1.15 BENEFITS

Alongside workplace rules and procedures, the current benefits package is explained in the current Faculty Handbook.

6.1.16 LIABILITY

Unless the teacher is found negligent, the school will assume liability for any law suit in connection with performance with school-related activities.

Nothing contained in the contract between the School and the teacher shall be construed to impute any liability upon the School or the School Board, either collectively or individually, for any loss of life, accidental injury damage to the persons or property of the employee or for any other risks incurred or damages suffered as a result of entering into or performing this contract. Such risks of whatever sort are the personal responsibility of the teacher. These risks may be insured against by the teacher at his/her option and expense.

6.1.17 PERSONNEL FILE

Each professional staff member shall have on file in the Director's office a copy of: placement records, college transcripts including degrees earned, teaching certificate and credentials. Professional staff will be placed in the appropriate salary scale column based on documents provided

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 ISKR. 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 School Board shall have access to copies of relevant personnel records in executive session and only in regard to performance evaluation and/or a grievance procedure

6.2 Teaching Faculty Salary Scale and Stipends

All teachers shall be placed on the same salary scale as approved by the Board.

Principles of the Faculty Salary Scale:

1. Academic degrees are based on accredited U.S. university standards and the Director will interpret credentials obtained from the universities and institutions of other nations.
2. Newly hired teachers will be given one step on the salary schedule for each previous year of full-time teaching experience, up to twelve (12) years.
3. Part-time teachers are paid proportionately to their classroom teaching load.
4. Normally teacher's salaries will be paid in U.S. dollars.
5. Salaries and benefits will be subject to annual review by the Finance Committee which will make a recommendation to the Board.
6. Coordinators will receive stipends as approved by the Board.

6.2.1 SALARY AND BENEFITS FOR EXPATRIATE TEACHING FACULTY

Contracted benefits and workplace rules for Overseas Hire and Local Hire Teaching Faculty are stipulated in the current FACULTY HANDBOOK. Salaries will be determined by the Board approved salary scale.

6.3 Specialists

The Director may, from time to time, and as funds are available, appoint temporary specialist teachers who can demonstrate and teach certain skills which otherwise could not be taught by the regular staff.

PRIVATE LESSONS - for appropriate and desirable subjects the school may make its facilities available for private lessons during study period and after school.

6.4 Assistant teachers

Assistant Teachers work with teachers and also may supervise groups of children. ISKR strives to fill positions with qualified applicants without regard to sex, race, religion, age, physical handicap, sexual orientation, or other group status, assuming applicants meet qualifications for the job.

Salary and Benefits and defined by the Assistant Teacher Salary Scale and by the Board-approved contract template.

6.5 Substitute teachers

The Director shall ensure that a list is maintained of persons whom he has judged qualified to serve as substitute teachers. A substitute teacher is responsible to cover the absent teacher's classes, duty assignments, after school activities, and faculty meetings.

Outside substitute teachers will be considered service providers hired on a contract out basis. They shall be paid a daily wage according to the amount budgeted each year in the annual ISKR budget.

A long-term substitute is defined as a substitute teacher hired to work 20 or more continuous work days and assume all responsibilities of the regular teacher, including planning, preparation, teaching, assessment, extracurricular activities, duties and attendance at meetings. Long term substitutes will be contracted at a daily rate based upon Step A1 of the Teachers' Salary Scale.

A substitute teacher hired on a short-term basis who, after 20 continuous work days, is later reclassified as a long term substitute will be paid retroactively as a long-term sub from the first day of employment.

6.6 Contract local staff

6.6.1 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 ISKR. Information may be obtained from former employers regarding job performance and will be held in strict confidence. Such staff are hired by the Director.

6.6.2 MEDICAL 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 may be required to undergo an annual physical examination and submit a report by August 31st. The Director may require that certain additional tests be undertaken. This requirement will be at the expense of the school.

6.6.3 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.

6.6.4 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 or they may be offered compensatory time off (additional leave which is equal to the hours of overtime worked). Only the Director, within the limits of the budget, may grant overtime.

6.6.5 ABSENCES

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

6.6.6 SICK LEAVE

Support staff shall be granted sick leave according to the current labor laws of Rwanda.

6.6.7 PHYSICIANS CERTIFICATE

Employees absent for longer than two (2) 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.

6.6.8 PERSONAL LEAVE

The Director may grant personal leave days. A maximum of three (3) days per academic year may be granted.

6.6.9 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. Support staff are entitled to a minimum of eighteen (18) days of paid leave per annum unless a larger number of days is permitted by the contract.

6.6.10 WORKING DAYS

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

6.6.11 SALARIES

All support staff shall be paid in Rwandan Francs (RWF).

6.6.12 GRIEVANCES

All support staff will have access to the same grievance procedure as professional staff laid out in 6.1.11 above, although the Teachers' Association will play no role in this process. Written grievances may be submitted in Kinyarwanda.

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

7. INSTRUCTION PROGRAMS

7.1 Educational objective

Students at ISK Rwanda will:

- have an international perspective that encourages them to celebrate the cultural diversity of our community of learners,
- demonstrate 21st Century skills and competencies characterizing global learners committed to social justice,
- have a firm foundation and demonstrate proficiency in science, mathematics, and technology.
- develop proficiency in the English language and at least one other language,
- be clear communicators, proficient in reading, writing, speaking and listening,
- demonstrate creativity and critical thinking skills that will enable them to be problem solvers,
- develop awareness and respect for the environment, both globally and within Rwanda,
- involve themselves in a variety of extra-curricular activities including the arts, sports, and community service,
- acquire a knowledge of, and respect for, the Rwandan people, their history and culture,
- be fully prepared to successfully meet their next academic challenge.

7.2 Guidelines on religion

Recognizing the diversity of religious beliefs adhered to by the students, faculty, parents and staff of ISKR, the School Board affirms that it respects the sincere beliefs of any religious group that conforms to the laws of Rwanda. The following guidelines are set concerning religion in ISKR School:

- ISKR is secular. Religious instruction is not part of the scholastic program.
- No pupil will be required to attend or participate in any activity contrary to the stated tenets of his or her religion.
- Religious concepts, themes or issues may be discussed only in so far as they comprise part of a planned curriculum in general subject areas such as history, social studies, or literature, or in specific programs such as Rwandan Studies.

- Any planned curriculum covering comparative religious traditions shall treat all religions discussed equally and objectively. Teachers and administrators shall ensure that the substance of religious beliefs and traditions be presented accurately within its proper historical and/or cultural context, and also that no group be offended by the presentation of its beliefs. This will usually require that students or spokesmen speak for their own traditions and not those of others.
- If a child initiates a question of a religious nature, the teacher should handle the matter with tact, courtesy, understanding and appreciation for the situation.
- Material representing all major religions which is as factual and unbiased as possible shall be purchased and shall be included in the library collections.
- Religious literature extolling the virtues of, or denying the merits of, a particular religion, group, sect, faith, creed, persuasion, denomination, cult, communion or church shall not be introduced by any individual or group of individuals into the school.

7.3 Controversial issues

The Board believes that students should have opportunity to discuss controversial issues which have political, religious, social, or economic significance and which the students are mature enough to investigate and address. The study of a controversial issue should help students learn how to gather and organize pertinent facts, discriminate between fact and fiction, draw intelligent conclusions, and respect the opinions of others.

The Board permits and encourages the study of controversial topics when the study is objective and scholarly. A topic is controversial when some or all positions contained in that issue run counter to the generally accepted moral, political, intellectual, social, emotional or economic commitments of the community. The teacher must approach the teaching of, and classroom discussions about, controversial topics in an impartial and unprejudiced manner, and must refrain from using his/her classroom privileges and prestige to promote a partisan point of view.

Teachers should exercise caution and discretion when deciding whether or not a particular issue is suitable for study or discussion in any particular class. Teachers should not spend class time on any topic which they feel is not suitable for the class or related to the established course or study.

Without promoting any partisan point of view, the teacher should help students separate fact from opinion and warn them against drawing conclusions from insufficient data. The teacher shall not suppress any student's view on an issue under discussion as long as its expression is not malicious or abusive toward others.

Parents/guardians should be informed at least a week in advance of topic to be discussed in class which may be considered to be controversial. If in doubt about whether or not a topic may be defined as controversial, teacher(s) are encouraged to communicate with their Coordinator and/or the Director.

7.4 Curriculum development

CURRICULUM REVIEW - the Director shall establish a written Curriculum Review cycle that will review each subject strand at least once every five years. The purpose of the review is to evaluate the adequacy of the programs and recommend needed changes in terms of objectives, methods and materials.

AUTHORIZATION AND IMPLEMENTATION - the Director shall present the conclusions of the annual curriculum review to the Board by

- summarizing the major changes in objectives and methods,
- recommending appropriate budget allocations for appropriate training, materials, and staff to implement those changes.

CURRICULUM DESCRIPTION - the Director shall be responsible for ensuring that the school has a written curriculum in line with current educational practice. It shall describe in general terms the teaching and learning objectives and activities of each grade level and shall be available to the school community either electronically on the website or in hard copy.

7.5 School calendar and schedule

CALENDAR - the school year shall consist of no more than 195 teacher days and should include at least 180 instructional days. The Director may require additional teacher work days (to a maximum of 195) that shall be used for preparation and staff development. Additional “make-up” days shall be calendared by the Director, with the approval of the Board, to be used in the event of unanticipated school closure days. Annually, before the end of October, the Director shall present a draft calendar for the subsequent school year. The calendar, with any necessary revisions, should be approved by the Board no later than its November meeting.

SCHOOL DAY - the Director shall establish daily class schedules, and employee work schedules which will assure that the Board policies are implemented and that professional personnel are available for consultation with parents and for staff development activities and planning. As needed, the daily schedule will be altered to accommodate staff development sessions.

7.6 Field trip policy

Field trips to activities, events, and locations outside the school shall be organized during the year. These trips are extensions of classroom objectives or of the mission, vision, and core values of ISKR. The objectives will be communicated to students and parents beforehand along with the particulars of the excursion. Such outings will be chaperoned by school staff along with parent volunteers as needed. Regular school rules are to be followed during these activities. The Director will develop a detailed field trip policy to be included in the Faculty Handbook.

7.7 After school athletics and activities

At ISKR we believe that learning takes place well beyond the conventional classroom as students pursue healthy endeavors in athletics, the creative arts and clubs. Consequently, ISKR is committed to offering a wide array of after-school activities and athletics.

7.8 Class size

ISKR is philosophically committed to a low student to teacher ratio. For current class size limits, refer to the Admissions Policy below.

- Official United States Mission dependents will be admitted without requisite adherence to the Admissions Policy limits.
- Any variation of the above policy must be approved by the ISKR School Board on a case by case basis.

7.9 Selection policy for library and other instructional materials

The Director is responsible for delegating and monitoring the selection of library and instructional materials to the appropriate personnel. These selections are made by people who are qualified professionals, who are

knowledgeable in their field, familiar with the education of young people, and sensitive to the ISKR culture. The instructional program of the school is considered and materials are selected to support the curriculum. Books and digital resources are chosen to represent as many sides of a question as possible, with the intent of providing information on which the student may build his own opinions.

The materials are selected for the authority and competence of the author, the clarity and accuracy of presentation, the importance of the material as a record of the items for present and future use, and the suitability of the material for use with young people. The total effect of the material is judged more important than any separate part which might be objectionable to someone.

7.10 Internet acceptable use policy

ACCEPTABLE USE - the use of technology at ISKR must be to support the mission and educational goals of the school. ISKR provides access to electronic resources and technologies to enhance the learning and teaching environment, and to empower its users through the use of technology.

ISKR employees are expected to follow the guidelines of this policy in the workplace. These include (but are not limited to) the following:

- To use all resources and services ethically.
- To be aware of cultural, religious and political differences and avoid transmitting suggestive, obscene, violent, threatening, racist, sexist, or otherwise offensive and inappropriate language or material.
- To respect the privacy of other's personal data.
- To report problems and suspected viruses / spyware / phishing / spam on school computers etc.
- To give credit for the use of copyrighted or intellectual property.
- To be careful about sharing personal information over the Internet.
- To not use the ISKR email service to send inappropriate messages.
- To not propagate any chain letters, political, religious or any other inappropriate messages or attachments.
- To not store or transmit inappropriate material using school computers or email such as political propaganda, threats and obscene materials.
- To not transmit known harmful attachments such as viruses or malware.
- To not install illegal or "pirated" software on school computers.

The School and/or Board reserve the right to revoke the Internet access of any user who uses the School connections or equipment in violation of the Board's policy on acceptable use of the Internet, or contravening local, federal or international laws.

8. STUDENTS

8.1. Admission policy

CLASS SIZE - the target class size is 18. The maximum class size in Early Childhood and Elementary School is 21 if facilities permit. At the Director's discretion the school may exceed this class size by 2 (to a maximum of 23) provided that the school can provide both a large enough classroom and appropriate support for the classroom teacher. Class sizes in the smaller EC classrooms are limited to 15.

Due to room-size limitations, Secondary School classes should not exceed 18. The Director may exceed this size by 2 (to a maximum of 20) if adequate facilities and resources can be found.

ADMISSION - admission is non-discriminatory and open to all students without regard to race, sex, religion, physical ability, sexual orientation or national or ethnic origin. We invite applications from students who can benefit from an international, university-preparatory English language education.

Admission and continued enrollment in ISKR is determined by the Director based on the following criteria:

- The potential of the applicant to benefit from ISKR's educational program;
- The ability of the school to meet the educational needs of the applicant;
- The ability of the applicant to meet the attendance and behavioral expectations of the school;
- Fulfillment of the school's financial and medical requirements;
- and the effect of the applicant on the class as a whole.

ADMISSION PRIORITIES - whenever it is not possible to accommodate all qualified applicants, the following admission priorities will apply:

- Returning students who are currently enrolled and children of U.S. State Department employees;
- Siblings of currently enrolled students;
- Former ISKR students;
- Children of any diplomatic missions (including the EU and UN) or international NGOs or international companies operating in Rwanda;
- Rwandan students; and
- Other qualified applicants.

A waiting pool of applications will be created if a class is full. ISKR will draw from this pool based on these priority guidelines and on a review of all applications to determine those students we feel can best benefit from an ISKR education.

ADMISSIONS TESTING - admission to ISKR will be on the basis of previous school reports and entrance forms through to the end of Grade 3. There will be no entrance testing for these grades. The school will administer basic tests for reading, writing and mathematics in all other grades. Children coming from non-English speaking schools will be tested for English competency from Grade 6 on.

ADMISSIONS REQUIREMENTS - admission to ISKR will be guided primarily by whether the school can meet the child's educational needs. The following factors will be taken into consideration in the admissions process:

- At all levels, proof of age, previous school records and confidential and/or parent references.
- From Grade 4 to Grade 12, entrance testing in the areas of reading, writing and mathematics.
- From Grade 6 to Grade 12, ELL testing if the student has less than three full years in English language education and/or if the student was enrolled in ELL classes at his/her most recent school.

AGE REQUIREMENTS - Students will normally be placed in grades following the age requirement below:

Grade Level	EC2	EC3	EC4	KG	1	2	3	4	5	6	7	8	9	10	11	12
Age before September 15	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17

The Director may make exceptions, within one year, to these requirements based on previous educational experience.

The school will not normally accept any student who would be over the age of nineteen at the time of graduation.

8.2. Admission of students with special educational needs

ISKR has limited ability to assist students with mild learning disabilities. At the time of admission, students with learning disabilities will be screened to determine the extent of their learning issues, and/or previous assessments will be reviewed.

Those students with mild to moderate learning needs (functioning at a level more than two years below grade level in several academic areas and/or with a severe physical limitations) will not be granted admission because of the school's inability to meet the applicant's educational needs and the applicant's potential inability to benefit from our educational services.

Admission decisions involving students with special educational needs and/or severe physical limitations will be decided by an Admissions Committee consisting of the Director, the Divisional Coordinator, the Counselor, and the relevant teachers.

8.3. Admission of English language learners

At the International School of Kigali-Rwanda, we believe that, as a school serving an international community, it is our duty to support our English language learners to enable them to have full access to our rich curriculum.

Since most English language learners take between five and seven years to develop native or near-native proficiency in English, it is important that our school determine which students we can serve and at which levels.

ELEMENTARY SCHOOL (EC—GRADE 5)- Since students enrolled in Elementary School have considerable time to develop their English skills prior to graduation, ISKR—like most international schools—will accept students who are at the beginning level (Council of Europe Level A1).

- **Assessment** - Elementary-aged children will be assessed using a variety of age-appropriate tools including oral interviews and oral reading as well as reading comprehension tests and writing samples where

appropriate. The purpose of this testing is to help determine the nature of the support needed rather than entry to the school.

- **Support-** In the Elementary School, pull-out ELL support will be provided for beginning level English language learners (Levels A1 and A2) from Grade 3 and beyond to help them learn the basics of English. Support at the Grade 1 and Grade 2 levels will be decided on a case-by-case basis for absolute beginners only (Level A1).

Intermediate and Advanced level learners (Levels B1 to C2) will receive support in the form of differentiated instruction from their classroom teachers.

MIDDLE AND HIGH SCHOOL (GRADES 6 TO 12) - Clearly with each year that goes by, learners have less time to acquire a sufficient level of English to graduate in a college-preparatory program. Therefore, ISKR has established minimum English levels of increasing rigor for entry into the Middle and High School.

- **Assessment** - Middle and High School students will be assessed in the following areas:
 - Reading comprehension
 - Oral skills
 - Grammar
 - Written English

The tools chosen for evaluation will vary over time based on developments in the field of ESL assessment and instruction. Writing samples will be assessed according to the current rubrics of the *Six Traits* program.

- **Admissions and Support**
 - **Grades 6 and 7:** Students must test as at least advanced beginners (Level A2). Students at the A2 and B1 levels will be provided with pull-out support. More advanced learners will be supported via differentiation by the subject teachers.
 - **Grades 8 and 9:** Students must test as at least lower-intermediate (Level B1). Students testing at the bottom of the B1 level may be denied entry to Grade 9. Students at the B1 and B2 levels will be provided with pull-out support. More advanced learners will be supported via differentiation by the subject teacher.
 - **Grade 10:** Students must test as at least upper-intermediate (Level B2). Students at the B2 level will be provided with pull-out support. More advanced learners will be supported via differentiation by the subject teacher
 - **Grades 11 and 12:** To be admitted to Grades 11 or 12, English language learners must be at the advanced level (C1 and C2) in order to cope with curriculum demands. ELL support will not normally be provided in these years.
 - **Note:** Students' ELL levels will be determined by the ISKR ELL specialist(s).

8.3. Placement, promotion, retention, readmission, non-readmission

PLACEMENT - the school reserves the right to place children at a grade level, or within a specially designed program, deemed appropriate by the Director provided this placement is within the guidelines established in the Admissions Policy.

PROMOTION AND RETENTION, READMISSION – NON READMISSION - the Director, working with the Faculty, shall make promotion, retention and non-readmission (for the following school year) decisions, based on children's academic ability, social maturity, and the ability of the student to benefit from the school program.

The Director is responsible for ensuring that policies concerning retention are clearly outlined in the school's parent-student handbook.

8.4. High school graduation requirements

High School students receive credits for all subjects which are successfully completed. These credits solely determine a student's grade placement, promotion and retention. In order to receive an ISKR High School diploma, the following credits in High School courses are required:

English	=	4.0	
Mathematics	=	3.0*	
Science	=	3.0*	(Students must have 7.0 credits in total between Science and Mathematics)
Social Studies	=	3.0	
World Languages	=	3.0	(Two years levels of same language at the HS level)
P.E.	=	4.0	
Technology	=	1.0	
Fine Arts	=	1.0	
Rwandan Studies	=	0.5	(.25 for each year of mandatory participation at ISKR School)
Electives	=	3.0	
<hr/>			
Total	=	30.0	(Minimum) * Students should achieve a minimum of 30 total credits during their High School years.

The Director will establish waiver and equivalency policies consistent with ISKR's mission, vision, and educational objectives and publish them annually in handbooks available to parents and students.

8.5. Progress reports

Student learning shall be reported to parents periodically, communicating progress in academic and affective development.

8.6. Academic policy: Grades 6-12

In order to ensure the maintenance of at least minimum academic standards in the secondary school, the Director shall establish procedures and an accompanying parent-student handbook that ensure students are held accountable to school standards.

8.7. Student rights and responsibilities

The school rules and regulations have been designed in accordance with the school philosophy which emphasizes consideration and respect for the rights of individuals. Each student in the school has certain rights and privileges, as well as certain responsibilities.

Each student has the following rights:

- to be secure and safe in person and property,
- to be treated with respect and consideration by others,
- to be informed of the rules governing student behavior,
- to be given recognition for effort and achievement,
- to be able to appeal where necessary against decisions of teachers or administration using certain specific procedures.

Each student has the following responsibilities:

- to respect the rights of fellow students,
- to abide by the school rules and regulations,
- to commit him or herself fully to the educational process.

8.8. Student conduct

We believe that honesty and trust are necessary to maintain the integrity and standards of ISKR. Each student should treat fellow students, the faculty, and staff with kindness, respect and consideration.

School rules and regulations defining appropriate standards of conduct and behavior shall be distributed to all students and parents via the Student-Parent Handbook. Students and parents shall also be informed of the consequences of breaking these rules or of inappropriate behavior. The Director is responsible for ensuring that the school has an appropriate parent-student handbook for all grades beyond the Early Childhood years.

8.9. 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 President of the School Board.

The possible reasons for expulsion must be clearly stipulated in the appropriate parent-student handbook. Should the Director recommend expulsion for a reason not stipulated in the handbook, this must be approved by the School Board prior to the expulsion.

8.10. Student attendance

All students are expected to be present in each class each day. Regular attendance may greatly affect the scholastic success of a student.

The Director shall develop detailed procedures to monitor attendance and for establishing appropriate attendance policies that will be contained in the parent-student handbooks.

8.11. Student health services

The purpose of the School Health Services shall be to supplement the efforts and guidance of parents in educating students in regular health care. The objectives of the school health service are:

- to promote good health habits among students;
- to provide a sanitary and healthy environment in school;
- to provide initial first aid and treatment of minor ailments;

- to provide on-site monitoring of student health condition(s) and to provide a
- link with parents when referral is required;
- to maintain student health records.

The Director shall establish and ensure compliance with regulations stipulating the medical requirements for students, and publish them in the Administrative Regulations.

8.12. Medical treatment for students

The School Nurse shall apply only emergency first aid treatment. In the event of serious injury or illness the school will attempt to contact the parents. In this regard it is the parent's responsibility to notify the school of changes in address or telephone number. The Director at his discretion may take whatever other action that may seem necessary including transporting the child to local medical facilities.

8.13. Student welfare and safety

The safety of students shall be ensured through supervision of all school buildings and grounds, and through special attention to the following:

- Maintenance of a safe school environment;
- Safe practices on the part of the school's personnel and students;
- Safety education for students in all disciplines; and
- Prompt and competent first aid care for children in case of accident or sudden illness.

The Administration shall develop specific safety regulations pertinent to these points, as well as other situations in which student safety requires special supervision, both on and off the school grounds.

8.14. Child protection policy

Child abuse and neglect are concerns throughout the world. Child abuse and neglect are violations of a child's human rights and are obstacles to the child's education as well as to their physical, emotional, and spiritual development. The ISKR endorses the UN Convention on the Rights of the Child, of which our host country, Rwanda, is a signatory.

Schools fill a special institutional role in society as protectors of children. Schools need to ensure that all children in their care are afforded a safe and secure environment in which to grow and develop, both at school and away. Educators, having the opportunity to observe and interact with children over time, are in a unique position to identify children who are in need of help and protection. As such, educators have a professional and ethical obligation to identify children who are in need of help and protection and to take steps to ensure that the child and family avail themselves of the services needed to remedy any situation that constitutes child abuse or neglect.

All staff employed at ISKR must report suspected incidents of child abuse or neglect whenever the staff member has reasonable cause to believe that a child has suffered or is at significant risk of suffering abuse or neglect. Reporting and follow up of all suspected incidents of child abuse or neglect will proceed in accordance with administrative regulations respective to this policy. Furthermore, cases of suspected child abuse or neglect may be reported to the appropriate employer, to the respective consulate in Kigali, to the appropriate child protection agency in the home country, and/or to local authorities.

ISKR seeks to be a safe haven for students who may be experiencing abuse or neglect in any aspect of their lives. As such, ISKR will distribute this policy annually to all parents and applicants, will communicate this policy annually to students, will provide training for all staff, and will make every effort to implement hiring practices to ensure the safety of children. In the case of a staff member reported as an alleged offender, ISKR will conduct a full investigation following a carefully designed course of due process keeping the safety of the child as the highest priority.

8.15. Students records

"Student Records" are defined to be all official records, files, reports, and other data which are directly related to children, including all material that is incorporated into each student's cumulative record folder.

Request for access to records shall be made through the Director by:

- the parent(s) or legal guardian(s) of the student,
- the student, if he/she is 18 years or older, or
- school faculty or administrators.

Release of information outside the school may be permitted as follows:

- Student records being sent to other schools require, to the extent possible, prior notification to parent(s) or legal guardian(s) of the child concerned, with a statement of the kind of information being released.
- Student records may be released to other agencies or individuals only upon request from the parent(s) or legal guardian(s) of a specific child.
- All information must be reviewed by the Guidance Counselor and the Director or Divisional Coordinator before records are released.
- All authorizations for release of information must be made by the Director and a record of such release should be kept in the students' cumulative folder.

The parent/legal guardian, or the student if he/she is 18 years of age or older, may review his/her file and attach supplementary information or opinion as they see fit.

9. COMMUNICATIONS

The School Board recognizes the need for proper communication between and among students, parents, teachers, administration and the Board. The Director is the executive agent of the School Board and is responsible for the organization, operation and administration of the SCHOOL COMMUNICATION STRATEGY.

Teachers should 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.

9.1. Communication with the School Board

Requests for changes in school policy and appeals of decisions made by the Director may be addressed to the School Board. All communications to the Board should be in writing and should be addressed to the President, School Board, International School of Kigali-Rwanda. Only the School Board acting as a whole in a regular or special meeting shall make decisions about school policy.

9.2. Communication within all staff and school structures

The director should ensure a smooth and comprehensive exchange of information within all staff and structures of school.

9.3. Communication with the parent community

The Director shall direct a program for keeping the citizens of the community adequately informed of school development, calendar, news as well as success and challenges.

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.

INDIVIDUAL CONCERNS - concerns related to individual children are best referred to the class teacher. Problems unresolved through a conference with the teacher and/or problems of a more general nature should be referred to the Director.

Parents and others who feel aggrieved on any matter connected with the school should endeavor to solve the problem at the lowest level. If a parent has concerns regarding an individual teacher or what is happening in an individual class, the parent should first try to resolve these concerns with the teacher. Only if such a meeting does not resolve the parent's concerns, should the matter be brought to the Director.

GENERAL CONCERNS / COMPLAINTS - Complaints of a more general matter should be brought to the attention of the Director. If the Director is unable to resolve the matter satisfactorily, the person making the complaint may refer the matter in writing to the Board. 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.

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 matters related to students or teachers.

9.4. Promotion of the school

The School Board encourages the use of publicity as a means of advertising the school within the local and international community. It shall be the responsibility of the Director to ensure the development, clearance and distribution of all such printed or electronic material for publicity and marketing purposes.

All official articles, publications and press releases pertaining to ISKR or any of its activities, excluding routine notices, shall be cleared through the President of the Board before being released. Propriety of copy and illustrations appearing in school publications shall be the responsibility of the Director.

10. ORGANIZATIONAL RELATIONS

10.1. Rwandan governmental relations

NATIONAL EDUCATIONAL SYSTEM - as a school which has been recognized by the Government of Rwanda as an NGO, ISKR shall not participate in the Rwandan education system.

10.2. U.S. Governmental relations

FINANCIAL SUPPORT - ISKR shall meet the conditions required to receive financial support from the U.S. State Department Office of Overseas Schools. These include a U.S. Embassy representative on the Board, English as the medium of instruction and automatic enrollment for all eligible children of U.S. government employees provided they meet the school's entrance requirements.

10.3. Regional and international associations

The Director is authorized to apply for school membership and participation in regional associations appropriate for ISKR within the limits of funds budgeted or otherwise available for these purposes.

10.4. Accreditations

ISKR shall maintain accreditation with at least one widely recognized United States accrediting agency and one international accrediting agency.

11. FORCE MAJEURE AND CLOSURE

11.1. Force Majeure

Under certain circumstances (i.e. earthquakes, civil disturbances, acts of war, and other civil, political or military events beyond the control of the school), the Board may decide to close school for a temporary or indefinite period. This decision will be based on information available from the US and other key embassies, international organizations in Rwanda and local security advice.

The school shall maintain a contingency plan for meeting the school's financial obligations under the evacuation procedures. Contingency plans should also include procedures for ensuring that the contractual benefits for all faculty are met to the extent possible by the school's finances.

If the situation in Rwanda is considered to be dangerous, and/or the Board decides to close school for some other reason, they will also need to consider the need to evacuate overseas hire faculty and their dependents.

If it is determined to evacuate overseas hire teachers and their dependents, the Board may decide to either evacuate them regionally or to their home of record.

11.2. Short Term Emergency School Closure:

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 President. If the situation permits, the Director will inform and/or consult with the Board President, 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.

11.3. School Closure

Under circumstances where the Board decides to close the school for the remainder of the year and to repatriate its overseas hire faculty and administrators, the following will apply:

SALARY - payment of salary to all overseas hire faculty members and administrators (excluding the Director) through the date of closure or the date of notice given, plus an additional 60 days or until the end of the teacher's contract, whichever is less. Such payments will be dependent on the school's financial position and its ability to pay.

Payment of salary to all local hire faculty and professional staff through the date of closure or the date of notice given, plus an additional 60 days or until the end of the employee's contract, whichever is less. Such payments will be dependent on the school's financial position and its ability to pay.

Payment of salary to all support staff through the date of closure or the date of notice given, plus an additional 60 days or until the end of the employee's contract, whichever is less. Such payments will be dependent on the school's financial position and its ability to pay.

If virtual school is put in place, teachers may not be given notice at the time of evacuation.

As the continued employment of the Director is essential to the eventual re-opening of the school, the Director's contract will continue for the rest of the school year and the following school year, or until the end of his/her contract, whichever is less, regardless of the duration of the evacuation. Such payment will be dependent on the school's financial position and its ability to pay.

TRANSPORTATION - overseas hire faculty and their dependents will be repatriated to their home of record at the school's expense only in cases where the employee has no embassy in Kigali to assist with evacuation. The Director may determine under special circumstances that travel may be by charter or designated carriers depending on existing circumstances at the time of the school closure. This transportation will take financial precedence over the paying of salaries.

MEDICAL INSURANCE - the school will provide medical insurance until the end of the existing policy.

REPATRIATION - overseas hire faculty have the option not to be repatriated. Under these circumstances, the school is absolved from any further obligation for repatriation unless special arrangements are confirmed by the

Director in advance of the date set for the repatriation.

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 Board President and the Board Treasurer.

As a contingency in the event of evacuation, the school will establish a single signature dollar account and a single signature Rwandan Franc 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. If the Director has been evacuated, payments will be made according to the prepared list, cited above, with checks being signed by the designated local employee.

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 will be asked to terminate these contracts.

DISPOSITION OF ACADEMIC RECORDS AND FILES - the Director will make electronic copies of appropriate student records, school financial records, Board policy, Board minutes, and ensure that they are backed up in at least two locations – one with the Director and another in a different location. 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 electronically backing up student records and the distribution of student records to parents at the time of closure or evacuation.

Before evacuation the Director should arrange for the following (hard copy records) records to be forwarded to the Office of Overseas Schools (A/OS) for safekeeping:

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

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 President and the Board Treasurer.

MAINTENANCE OF COMMUNICATION - the Director shall prepare a list of email addresses and where possible telephone numbers for: 1) overseas hire and local hire personnel: 2) members of the School Board: 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.

FINANCIAL OBLIGATIONS - in the event of an evacuation the school's financial priorities are:

- Evacuation of overseas hire personnel where there is no embassy in Kigali to assist with evacuation.
- Payment, to the extent possible, of the obligations to employees as outlined in 10.3 above.
- Payment of all outstanding accounts to vendors and contractors
- If appropriate, payment to security agencies, utilities, landlords, etc., to maintain the school premises for the eventual re-opening of school.
- Tuition refunds to individual tuition payers who have officially notified the school of withdrawal. Tuition refunds will be made only after all other obligations have been fulfilled.

REFUND - 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.

11.4. School Re-opening

The Board, in consultation with the Director, will decide when the school will re-open. The Director will inform all employees, parents and their sponsoring organization of the date of the school re-opening.

In the event that the school has been closed for an extended period of time and there is no Director in place, the Office of Overseas Schools in Washington DC may be approached for advice regarding how to go about reopening the school.

11.5. Evacuation from Rwanda

Under circumstances where the Board decides to evacuate overseas hire faculty, either regionally or to their home of record, the following will apply:

- Each overseas hire faculty and their dependents are to be registered as overseas citizen at their own consular representation in Rwanda or in the region, and therefore integrated in their own country security plans and evacuation schemes;
- In the event of what the school and the main diplomatic representations considers to be a prompt decrease in the country security and an evacuation is deemed necessary, the overseas hire faculty and their dependents should seek evacuation assistance from their embassies.
- The school will support the evacuation process within the limits of its financial and logistical means, as assessed by the School Board and the Director.
- In the event of what the school considers likely to be a short-term closure, the School Board and the Director will advise and support a temporary relocation to a designated safe-haven for overseas hire faculty and their dependents.
- Faculty will be expected to teach virtually during the period of short term evacuation.
- Should the decision be made to reopen school, overseas hire teachers must respond either verbally or in writing to a recall notice within 48 hours. Overseas hire teachers who do not return to their positions upon

recall will be considered to have resigned their positions. Exceptions to this may be made on a case-by-case basis.

- An overseas hire teacher may elect not to be evacuated under the designated plan. In this case the teacher will be asked to sign a waiver absolving the school from any further obligation for evacuation unless special arrangements are confirmed by the Director in advance of the date set for the general evacuation.

12. EMERGENCY PROCEDURES

12.1. Emergency Procedures

The Director is responsible for ensuring that school has well-developed emergency procedures that are prominently posted and understood by all. He/she will establish a schedule of drills throughout the school year to practice these procedures.

12.2. Emergency Procedure Handbook

Proper operation of ISKR 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 ISKR 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 ISKR. The Plan should be updated as required, but at least once a year.

At minimum the Emergency Action Plan should include the following:

- An up-to-date telephone tree that provides a mechanism for contacting staff and parents in an emergency.
- A set of guidelines for action under various threats to the security of the students and the school.
- A home school plan for teaching students in the case of a protracted security situation.

13. ETHICS

13.1. Conflict of interest policy

ISKR relies on the integrity and sound judgment of its employees, board members, Parent-Teacher Organization, and any others from the school community serving on its committees to ensure the best interests of the school

are advanced and that its welfare is not undermined. To that end, such individuals are expected to deal fairly and honestly with the school, to avoid exposing themselves or their families to a real or apparent material conflict-of-interest with the school, and to fully and promptly report any such material conflicts that may arise.

13.1.1. GENERAL GUIDELINES

This policy shall cover all current board members, all persons during the course of their service on any school committee, and all persons presently employed by the school at any level and for any function, whether serving in a paid or volunteer capacity.

- Covered persons are to deal fairly and honestly, and in good faith, when transacting business with or on behalf of the school.
- Covered members as outlined above, and their immediate family members, are to avoid entering into any obligations, arrangements, or affiliations, whether personal or professional, with individuals, organizations, or institutions that could create a real or apparent material conflict between the welfare of the school and the personal (or family) interests of the covered person as a function of his or her office or position at the school or the knowledge acquired therefrom. Examples include financial investments or business dealings with commercial contractors, or memberships or affiliations with schools with which ISKR competes for students or faculty.
- Covered persons are to avoid accepting gifts (financial, material, or in-kind), favors, services, or hospitality from individuals, organizations, or institutions to the extent their receipt could influence, or give the appearance of influencing, their decision-making or compromise their judgment in actions affecting the school.

13.1.2. PROCEDURAL OBLIGATIONS

Covered persons are to fully and promptly report any such material conflicts that may arise involving themselves (or their immediate family members) in writing to the Director and to the Board President.

For school faculty and staff, the Director shall decide whether there is a material conflict of interest. In the case of the Director or a Board member, this decision will be made by the Board President. In the case of the Board President, the Board has a whole shall decide whether there is a material conflict of interest.

13.1.3. CONDUCT IN CONTRAVENTION OF POLICY

Where it has been determined that a covered person has acted in a way that has adversely affected the welfare of the school on account of a conflict-of-interest, has failed to comply with the written disclosure procedures, or has otherwise failed to comply with the decision of the school administrator or board officer following a disclosed conflict, the designated decision-maker shall take such action as is reasonable and necessary to eliminate the conflict or otherwise safeguard the interests of the school, including in appropriate cases the immediate dismissal of the individual from ISKR under the labor laws of Rwanda. In the case of board members, disciplinary action may include, but is not limited to, dismissal from the board and legal action against the offending individual.

13.2. Policy on nepotism

GENERAL POLICY - ISKR is a merit-based institution and strictly prohibits nepotism, however manifested, including through the abuse of power, preferential treatment, or the exercise of undue influence, particularly but not exclusively by the school's senior administrative officers or board members, on behalf of a family relation or other household member in decisions related to employee hiring, pay level, bonuses, privileges, benefits, or performance.

DEFINITIONS - Close relatives is defined to include spouses, children, parents, siblings, grandchildren, grandparents, and anyone else living in the same household even if there is no relationship by blood or marriage. **Senior officers** is defined to include the school's director, principal, business manager, finance officer, curriculum director, or any other officer position of significant influence, as well as any currently serving board member. **School employees** is defined herein to include all persons employed by the school at any level and for any function, whether serving in a paid or volunteer capacity, and encompasses "senior officers". These definitions are to be construed broadly in the event an ambiguous case arises.

HIRING ELIGIBILITY - School employees are expected to recuse themselves fully from the hiring process in the case of a conflict of interest or the reasonable perception of conflict of interest, including candidacy of a close or distant relative or any other person closely associated to the employee. Such a school employee must officially recuse him or herself from the hiring process through the ISKR School Disclosure Statement.

PAY LEVEL - Any individual hired under the above circumstances shall be paid a salary or wage under the same compensation standards as others at the school performing comparable duties and with comparable job experience.

BONUSES, PRIVILEGES AND SPECIAL BENEFITS - No bonuses, privileges (not otherwise incidental to established duties), or special benefits (financial or otherwise) shall be provided to any school employee by another school employee who is a close relative of the beneficiary unless:

- Such bonuses, privileges, or special benefits are provided uniformly to all School employees or at least to a designated category of School employees (which must comprise a minimum of three persons), or
- When subject to a thorough, transparent, and competitive selection process in which no senior officer with a close relative as a beneficiary is involved, directly or indirectly, in decision-making. In such instances it may be necessary for the final decision to be elevated to the, Director, or School board President, as appropriate.

SUPERVISION - Under no circumstances may a school employee be directly supervised by or in the line of supervision of a close relative (in the case of a close relative of the Director).

UNDUE INFLUENCE - There shall be no undue influence brought to bear by any school employee or board member over any decision regarding hiring, pay level, bonuses, privileges, benefits, or performance concerning any close relative or any other family connection.

CONDUCT IN CONTRAVENTION OF THIS POLICY - In the event conduct inconsistent with this policy is discovered, the school employee or board member shall have the opportunity to defend his or her conduct before a three-member review panel of senior officers upon his or her request.

- The composition of the review panel shall be determined by the highest-ranking, non-self-interested senior officer (preferably the Director or the School Board President).
- The review panel shall prepare a confidential written report of its findings but must make its final determination and any recommendations known to the school community.
- Should the panel decide that the conduct cannot be justified, the subject individual shall be reprimanded and, in the case of a school employee, the indiscretion reflected in his/her performance review.

In addition, the school director, the school board (in the case of the school director or in other appropriate cases), or a subset of the school board (in the case of a board member) may authorize a punishment for any such conduct up to and including the immediate dismissal from ISKR School with an accompanying forfeit of any unearned pay or, in the case of a board member, dismissal from the board.

13.3. Harassment policy

The school will not tolerate harassment or bullying at any time by any member of the community, student, teacher, administrator, parent, school or contract staff or visitor.

DEFINITIONS - harassment is the creation of a hostile environment by speech or conduct. Not all unpleasant speech or conduct constitutes harassment. However, conduct or communication, be it verbal or written, such as notes, graffiti or email, that is either intended to—or reasonably could be expected to—create an intimidating, hostile or offensive environment constitutes harassment. Harassment may be subtle and ambiguous or direct and overt. It may arise between students, between a student and an adult or between adults.

It is not, therefore, possible to give a complete list of conduct that constitutes harassment. The following are examples of conduct prohibited by this policy:

- Persistent and unwelcome requests for a personal or physical relationship, including a dating relationship;
- Unwelcome and offensive jokes, remarks or epithets, including, but not limited to, those based on race, color, religion, age, sex, sexual orientation, physical appearance, national origin or disability;
- Speech or the display of materials (including, but not limited to, any display of materials on the internet or otherwise by electronic means) that is intended to be demeaning or degrading or reasonably could be considered so; and
- Physical contact including, but not limited to, violence, patting, pinching, hugging or kissing that is unwelcome, persistent and/or intentional.

EDUCATION AND PREVENTION: The prevention of harassment requires a thoughtful educational program. Each year, Administrators and counselors will discuss bullying and harassment with Faculty, Staff and students so that everyone will understand the intention of this policy, how to take action and the possible consequences of violating the policy. Reflecting their joint responsibilities, parents are urged to support school efforts by discussing the issues covered by this policy at home and to address any questions to the administration.

Faculty and staff members who witness or are informed about conduct that may constitute harassment must take action to stop it and must report it to the Director. Other adults and students are encouraged to do likewise.

WHAT SHOULD BE DONE BY THOSE WHO BELIEVE THEY HAVE BEEN HARASSED? – a member of the School community who believes he or she has been subjected to harassment should first consider telling the other person(s) that the conduct is offensive and request that it stop. If it is difficult for the student or adult to speak directly to the person or, if the offensive conduct does not stop after a request to cease, a student should report it to any Faculty member or to the counselor, or the Director, or may ask a parent or guardian to do so. A Faculty member affected should report the conduct to the Director. A prompt and thorough investigation will follow.

CONFIDENTIALITY - reports of harassment will be treated confidentially as far as is possible and will be reported to others within the School community only on a need-to-know basis. However, in almost every circumstance, the alleged offender will have to be informed so that the relevant facts can be gathered. The School reserves the right to bring any complaint to the attention of parents and guardians of any students involved at any stage.

CONSEQUENCES: The Director will investigate all complaints regarding harassment promptly. Whether a particular action or incident constitutes a violation of this policy requires a determination based on all the facts and surrounding circumstances. The behavior need not be intended to be harassment to constitute harassment. It is considered to be harassment if one knows, or ought reasonably to know, that the behavior is offensive or unwelcome. If the complaint is determined to have merit, the school will place a record of it in the relevant student's or employee's file and take appropriate action such as counseling, detention, suspension or probation.

Where the Director determines that expulsion of a student is appropriate, the Director will follow the procedures laid out in the "Expulsion of Students" section of this manual. If the Director determines that dismissal of a member of Faculty or Staff is appropriate, the Director will proceed in accordance with the terms of the employee's contract and the relevant employment law.

Where a complaint is against the Director, it should be made in writing to the President of the School Board and will be investigated promptly and thoroughly in accordance with the other provisions of this Policy.

No member of the community should be afraid to make a complaint for fear of reprisal or getting another person in trouble. Retaliation or threats of retaliation against someone making a complaint of harassment are themselves violations of this policy.

A person who makes a false complaint of harassment will be considered in violation of this policy.

If a person is found to have harassed others and is allowed to remain a member of the school community, there will be close follow up to ensure that the harassing behavior has stopped.

14. OTHER DOCUMENTS

This policy manual exists alongside other important documents and manuals which are referred to within this document. They are:

1. The STATUTES of the International School of Kigali-Rwanda
2. The SCHOOL BOARD OPERATIONAL MANUAL
3. The FACULTY HANDBOOK
4. The ELEMENTARY PARENT-STUDENT HANDBOOK
5. The SECONDARY SCHOOL PARENT-STUDENT HANDBOOK
6. The PROFESSIONAL GROWTH AND EVALUATION HANDBOOK
7. The FINANCIAL PROCEDURES HANBOOK

8. The ISKR Parent-Teacher Organization constitution and by laws

As policies and procedures change over time, a conscious effort must be made to keep these various documents in line. In all cases, this policy manual will have precedence over all other documents EXCEPT the Statutes of ISKR.