



AIMS

American International School
of Mozambique

BOARD OF DIRECTORS **POLICY MANUAL** FOR AISM



Updated: June 2021

AISM BOARD OF DIRECTORS POLICY MANUAL

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Section 1

Board of Directors

1000 Legal Authority and Responsibilities

As stipulated in the By-Laws (Section VIII), the Board shall exercise full control and direction of the business and affairs of the Association and of the School. It shall have all powers and perform all acts which the Association and the School may legally exercise and perform and which are legally required to be exercised and performed. The United States Ambassador shall have the authority to veto any act or decision by the Association or the Board.

The Board shall govern with a focus on an outward vision with strategic leadership. A clear distinction shall be maintained between the roles of the Board and the roles of the School Director.

Board decision-making shall be centered on being proactive, not reactive.

The Board shall ensure that legal and ethical integrity in all operations are the norm and that mechanisms for accountability are in place within all operations of the School.

Members of the Board shall uphold the confidentiality appropriate to issues of a sensitive nature.

1000.1 Tuition and Fees

The Board shall set the tuition fees for the School, based on the proposal of the School Director and the school year budget.

1000.2 Appointments and Compensation

The Board shall appoint and fix the compensation for the School Director

The Board shall approve the remuneration table for teachers and other employees based on the proposal of the School Director and the school year budget. Any additional benefits, allowances or other payments to the School Director, teachers, and other employees which are not fixed in the remuneration table or employment contract are subject to Board policy.

1000.3 Limitation of Authority

Individual Board Members have no authority to act except in meetings of the assembled Board, or by specific designation by the Board as minuted or by separate written delegation of authority.

Individual Board Members shall not become directly involved in administrative matters related to students, teachers and the School Director except as part of their functions as members of the Board or Board Committee. A Board Member's authority exists only in the Board acting as a whole.

All Board decisions shall be made as a collective body, not through individual decisions. When a decision is reached, the Board shall act as one voice supporting the final decision.

1000.4 Conflict of Interest

Avoiding Conflict of Interest is a fundamental responsibility of a Board member. The following guidelines are established to clarify that responsibility.

Conflict of Interest (COI) shall be defined as: Any situation in which a Board member's personal interest, financial or otherwise, has the potential to compromise or bias professional judgment and objectivity when making decisions for the good of the organization as a whole.

Board members shall be free of COI as follows:

Purchase of Goods and/or Services: The Board prohibits the purchase of goods or services from a company in which a Board member has any financial interest. Exceptions to this rule shall require the Director's recommendation and an affirmative vote from a majority of Board members, with the concerned Board member(s) abstaining from voting and the discussion of the matter.

Personnel Employment: Individual Board members shall not influence the hiring of school personnel. A member of the immediate family of a Board member shall not be employed by the School on a full-time basis.

Other Issues of Potential Conflict: The Board member is expected to excuse him/herself on the voting on any issue where there might be a personal conflict of self-interest. The Board shall have the final decision to determine whether or not an actual or appearance of a conflict of interest exists.

1000.5 Policy and Regulations

The By-Laws establish the Board's exclusive authority to make binding regulations to direct and oversee the Association. These regulations shall be presented and disseminated as "policies" in the Board Policy Manual. The Board shall make such policies as it considers necessary and appropriate. These policies shall focus on long-term effects, and on ensuring accountability of school operations to the Association. Based on those policies, the School Director shall establish administrative rules and procedures. The Board shall ensure that policies and accompanying administrative rules and procedures are available to employees and Association Members. Board policies shall be binding upon employees and Association Members until and unless formally amended by the Board. (Updated April 2021)

1000.6 Employment

An employee of the School and/or the spouse of any employee shall not be eligible to be a member of the Board except as noted under conditions stated in AISM By-laws, Section II.

1001 Meetings

The Board shall hold regular meetings, open and/or closed, and special meetings for specific purposes upon the call of the Chairperson or a majority of the Board Members. The Board shall hold an executive session to consider personal charges against any employee, personnel matters, and such other subjects as may be deemed advisable by the Chairperson or the majority of the Board. Meetings that are open to the school community shall be held at the School or, if required for the health or safety of the community, via an online platform that is available to all Association members at no cost.

The number of persons attending a meeting shall constitute a quorum, assuming that at minimum four of the members of the Board of Directors are present.

The School Director shall attend all meetings of the Board, including executive sessions with

the only exception being an executive session called to discuss the evaluation and/or contract of the School Director. Meetings of the Board other than closed meetings or executive sessions shall be open to all members of the Association and other interested persons. (Updated April 2021)

1001.1 Minutes

Minutes of the Board of Directors shall include those matters regularly moved, seconded and voted and recommendations from the School Director. The Secretary of the Board or designated notetaker shall maintain minutes of the open meetings of the Board of Directors, which shall include details of the matters discussed. These records shall be made available to Association Members.

The Secretary of the Board or designated notetaker shall maintain minutes of the Executive Sessions, which shall include those matters regularly acted upon and approved. These records shall be confidential and shall be kept on file and available to Board Members only and reserved for the succeeding Board. Minutes from closed meetings may also remain confidential.

1002 Annual Report

The Board shall make a report of its activities and of the financial standing of the Association at each Annual General Meeting.

1003 Officers

The Board shall elect from their own members, a Chairperson, a Vice-Chairperson, a Treasurer, and a Secretary. All officers shall hold office for a term of twelve (12) months or until their successor shall be elected. All officers shall be eligible for re-election.

Duties of the Officers are stipulated in Section IX of the By-Laws.

In addition to the duties stipulated in the By-Laws, the Treasurer or designee shall provide and present a financial report to the Board as needed, at least once each calendar quarter. The Treasurer shall see that all school receipts are deposited in financial institutions approved by the Board and that all securities and other evidences of ownership of real and personal property are kept in a secure place approved by the Board.

There shall be a standing Financial Committee and the Treasurer shall preside over this Committee. It shall be the duty of the Financial Committee under the direction of the Treasurer to review and ensure the proper financial administration and management of the School including the annual budget, annual external audit, and financial aspects of the Annual Report.

1004 Board Self-Discipline

Board self-discipline shall apply to attendance, preparation, policy-making principles and division of responsibilities. Continual board development shall include orientation of new board members, establishment of annual board goals and objectives, and the organization of an annual board retreat, as needed.

1005 Committees

The Board shall appoint and define the duties and tasks of an appropriate number of standing and ad hoc Committees required to operate and maintain the Association and the School. Board Committees shall not conflict with the School Director's authority.

1006 Mission Statement

AIMS pursues excellence by empowering learners to achieve mastery of self, advance their communities, and flourish in an ever-changing world.

AIMS CORE VALUES

CELEBRATE HUMANITY

Welcoming learners as they are, embracing diversity, and nurturing relationships.

CULTIVATE GRIT

Fostering learners' resilience, perseverance, and commitment to achieve.

INSPIRE CURIOSITY

Challenging learners to imagine, create, and innovate with passion, inspiration, and purpose.

EMBODY INTEGRITY

Living ethically through honesty, respect, and stewardship.

1007 Non-Discrimination Policy

In accordance with the applicable laws of Mozambique, U.S. laws and Human Rights laws, no person in the School shall be discriminated against on the basis of race, national or ethnic origin, color, religion, political or other opinion, gender, gender identity, sexual orientation, age, or physical disability. This policy does not preclude any policy, program, or activity that is designed to enhance the improvement of conditions for disadvantaged individuals or groups (e.g. special education programs, remedial programs, ESL services, etc.) but rather, serves to provide all members of the school community the opportunity to work and learn together in an atmosphere of tolerance and respect for individual differences.

The distribution of any materials promoting political, racial, religious, or other prejudice, either inside the School or on school grounds, is strictly prohibited.

1008 School Calendar

The annual school calendar is approved by the Board of Directors and includes approximately 8-10 staff development or "added duty" days and a minimum of 180 days of instruction. The School Director will designate staff development and added duty days. All teaching and academic personnel will be present for their assigned duties on such days, except as excused under policies governing absences.

1009 Lay Citizens Assistance

The Board recognizes values that can be gained by selective utilization of highly skilled and talented laypersons. The School Director or designee shall oversee coordination of the assistance of these qualified laypersons.

1010 Responding to Queries from the Association

The Board of Directors, administration and faculty will listen attentively and courteously to Association members who have a concern or complaint and will seek to respond in a spirit of openness and willingness to seek solutions. Anonymous complaints will not be considered except in the reporting of alleged illegal activity.

AIMS Association members who feel aggrieved on any matter shall report the problem to the person responsible, e.g. if a classroom matter, it is reported to the teacher(s). If the person is not satisfied with the response or where appropriate not to report first to the person responsible, the problem shall be referred to the appropriate direct supervisor, e.g. the School Principal, business manager, or School Director. If the direct supervisor is unable to resolve the matter satisfactorily, the person making the complaint shall report to the School Director. If the matter has still not been resolved, or the matter involves the School Director, the person may refer the matter in writing to the Board.

The Board will establish clear, transparent and simple procedures for Association members to transmit concerns and raise issues and questions with the Board. Procedures will be posted on public notice boards at various locations on the school campus and on the AIMS community portal in addition to the Student and Parent Handbook. Queries to the Board that are received by the School Director shall be forwarded to the Board within two business days. Queries submitted directly to the Board must be shared with the entire Board within two business days. The Board will acknowledge in writing all written queries from Association Members within five days of receipt and responses will be archived in Board records.

Upon receipt of a query or complaint from a member of the Association, the Board shall assess each query or complaint, either in closed/executive session or, through another agreed-upon and documented process, received to determine whether it entails:

1. **Administrative issues** that are the exclusive responsibility of the Director or administration. The Board shall request that the Association Member direct the issue to the School Director.
2. **Escalation of a previously submitted query or complaint** that has not been resolved. (e.g. handled by the administration but not to the satisfaction of one of the parties). Board should (1) request a report from the Director regarding the outstanding complaint; and (2) determine whether the complaint has been satisfactorily addressed by the Director; (3) At the Board's discretion, either issue a response to the member, informed by the Director's report, indicating that the board is satisfied with the Director's explanation, or refer the complaint to the appropriate Board Investigation mechanism and inform the Association member raising the complaint of this action.
3. **A policy or risk management issue (financial, reputational, legal or other material risk)** that falls under the Board's authority. Board should (1) request a report from the Director regarding the issue; (2) Review the Director's report to determine whether the complaint has been satisfactorily addressed; (3) If the Board determines that the Director's report is satisfactory, the Board will issue a response to the member, informed by the Director's report; (4) if the Board determines that further action is warranted, it should determine which of the Board Investigation mechanisms is most appropriate and inform the Association Member raising the complaint of this action.
4. **Queries or complaints directly related to the School Director**, if determined to be credible, shall be referred to the most appropriate Board Investigation mechanism. The Board will inform the Association Member raising the complaint of this action.
5. **Queries or complaints about the performance of the Board of Directors** shall be considered in the next Board of Directors Executive Session and, if the query is deemed to be credible, a written response shall be provided to the Association Member.

Queries or complaints and official responses may be anonymized and may, at the discretion of the Director or the Board, be distributed to the association, archived on the community portal, or discussed in open Board or Association meetings.

Board Investigation Mechanisms:

1. Refer to the appropriate Board committee (Governance or Finance/ Facilities) to conduct an investigation and report to the Board according to an agreed timeline;
2. Convene an ad hoc Board subcommittee to investigate/address the issue and report to the Board according to an agreed timeline;
3. Conduct an inquiry by the full Board in an open or closed board meeting (depending on confidentiality issues) and report according to an agreed timeline;

Upon conclusion of a Board Investigation, the Board will respond to the member incorporating the findings of the Investigation to the extent permitted by confidentiality. (Updated February 2021)

1011 Reporting Unethical or Illegal Conduct (“Whistleblower” Policy)

AIMS encourages employees to report unethical or illegal conduct of any type and ensures that there will be no retaliation for reporting pursuant to the established protocol. The protocol for reporting and addressing alleged unethical or illegal conduct is described in the Human Resources Manual.

Section 2

Administration

2000 School Director

The Board shall employ an administrator who shall be the School Director of the School. His or her term of appointment and salary shall be determined by a majority vote of the Board. The School Director shall be a citizen of the United States.

2001 Responsibilities

The School Director shall be the executive officer of the Board and shall be responsible for the organization, operation and administration of the total school program. Within the limits of established policy, the School Director shall make decisions involving the activities and personnel of the School. The School Director shall organize the School and its employees into an efficient, inclusive, and cooperative institution of professionally trained workers with stress on the importance of teaching and learning. The School Director's major effort shall be in the field of educational leadership and supervision. While the School Director shall be responsible for the safety, welfare, and general development of the children within the School, it is of equal importance that the School Director stimulate the teachers to guide and direct the physical, mental, social, and emotional growth of the students in the School.

The School Director shall attend all meetings of the Board and may attend Board Committee meetings with the only exception being an executive session of the Board specifically called to discuss the contract of the School Director. If the School Director is not in attendance at a Board Committee meeting, a report of the meeting shall be made to him/her, or the minutes of the meeting provided as soon as possible. The School Director shall not have a vote at a Board meeting, but shall have a vote in a Committee meeting. It shall be the responsibility of the School Director to study matters referred to the School Director by the Board for his or her recommendation. The School Director shall involve the staff as outlined in Section 8003 in developing alternatives, which shall be presented to the Board along with a recommendation and supporting data.

The School Director may delegate authority and responsibility to assistants and others at his/her discretion, but in every instance, the School Director is responsible for the proper conduct of the School and its program. (Updated April 2021)

2001.1 Duties

The School Director shall be responsible to the Board of Directors and act under its direction in the performance of his or her duties, which include but are not limited to the following policies, 2001.2 - 2001.33:

2001.2 Board Policies

The School Director shall recommend school policies to the Board, providing data that will permit the Board to evaluate the recommendations and exercise appropriate oversight.

This data must be provided by the administration at least 6 days prior to the Board meeting in which the decision to be considered.

The Administration shall provide requested data in a format that allows independent analysis (e.g. in excel or Google Sheets format rather than in PDF or other static formats).

The School Director shall be responsible for executing school policies and Board decisions. (Updated April 2021)

2001.3 Report to Board

The School Director shall report to the Board on the evaluation of the instructional program, progress of the students, and the general administration of the School, based on the strategic plan.

2001.4 Personnel

The School Director shall supervise and execute pursuant to personnel policies and staffing schedules approved by the Board all matters relating to the recruitment, appointment, assignment, classification, evaluation, transfer, promotion or dismissal of staff members.

The School Director shall recommend to the Board personnel policies and proposed staffing schedules. All matters pertaining to personnel shall be referred to the School Director.

2001.5 Teacher Meetings

The School Director shall plan and schedule faculty, grade-level, or subject meetings essential to both administrative efficiency and the improvement of instruction. In addition, a regular monthly meeting with teacher representatives provides a platform for open dialogue between the School Director and the staff.

2001.6 Informing Staff

All non-confidential AISM policies, handbooks, and administrative procedures must be saved in the community portal and made accessible to parents, faculty and staff. (Updated February 2021)

2001.7 Substitutes

The School Director shall be responsible for maintaining a list of substitutes and for implementing procedures to call substitutes for teachers failing to report at the beginning of the school day.

2001.8 Teacher Evaluation

The School Director shall be responsible for the evaluation of the professional services of the school staff as noted in the Academic Personnel section of the Board Policy Manual.

2001.9 Non-Renewal of Teacher Contract

The School Director shall schedule classroom visitations to observe and evaluate the instruction by teachers whose performance is judged unsatisfactory or in need of improvement. If following additional conferences continues to be unsatisfactory, the teacher shall be notified that his or her services shall terminate at the end of the School year, subject to the requirements of Mozambican Labor Law.

2001.10 Salaries

The School Director shall recommend to the Board of Directors salaries and related benefits for professional employees and support staff.

2001.11 Student Admission, Academic Probation and Expulsion

The School Director shall issue instructions for admission, academic probation, and expulsion of students in accordance with student policies approved by the Board of Directors. The final decision with regard to these matters shall rest with the School Director.

2001.12 Student Classification

The School Director shall be responsible for the classification, promotion and graduation of students.

2001.13 Instructional Program

The School Director shall be responsible for and keep the Board informed regarding all phases of the instructional program, including the development of curriculum guides, adoption of textbooks, selection of instructional media and library books, organization of in-service programs, implementation of a testing program and generally, the maintenance of high standards of instruction.

2001.14 Program Adjustments

The School Director shall report to the Board regarding any adjustments in school programs that involve the addition or deletion of such programs.

2001.15 Guidance

The School Director, along with the School Counselor, shall be responsible for developing and providing appropriate student guidance services to meet the needs of the students.

2001.16 Reporting and Report Cards

The School Director shall establish a system of reports and records to communicate students' academic progress to parents.

2001.17 Student Activities

The School Director shall ensure that student co-curricular activities are provided to meet the needs of students.

2001.18 Student Transportation

The School Director shall ensure the supervision of the transportation of students as approved by the Board.

2001.19 Student Behavior

The School Director shall be responsible for enforcing student behavior policies approved by the Board. The School Director shall have the power to hold students to a strict accountability for any disorderly conduct on their way to or from school when using school transport, in school buildings or on playgrounds. The School Director shall recommend to the Board such cases that require expulsion as defined by the Board's Discipline Policy.

2001.20 Suspension of Students

The School Director has the authority to suspend students as defined by the Discipline Policy. The School Director is responsible for contacting the parents or guardians when a

student is suspended. For each suspension a letter must be sent to the home listing the reasons for suspension, instructions to be followed by the student during the suspension period and a request for the parent of guardian to confer with the School Director.

2001.21 Supervision of Students

The School Director shall be responsible to ensure proper supervision of students on school grounds during official school hours.

2001.22 Emergency Drills

The School Director shall be responsible for establishing emergency procedures. Emergency drills shall be conducted each semester.

2001.23 School Calendar

The School Director shall prepare the School calendar for the ensuing year and submit to the Board of Directors for approval. The calendar shall list both days of instruction and teacher duty days.

2001.24 Finance and Budget

The School Director shall recommend sound financial planning and direct the preparation and presentation of the annual budget to the Board of Directors. The School Director shall analyze and interpret to the Board long range needs and proposals. The School Director shall supervise the activities of the business department including the system of financial accounting and the purchase of supplies and equipment.

2001.25 School Plant

The School Director shall analyze and submit recommendations to the Board regarding school plant needs including new construction as well as maintenance and repairs.

2001.26 Inventory Responsibility

The School Director, in conjunction with the Finance Director shall be responsible for establishing a system of inventory of instructional supplies and equipment of particular value to ensure that all items are accounted for at the beginning and at the end of the school year.

2001.27 School Property

The School Director shall be responsible for and establish rules and procedures to assure proper care and maintenance of buildings, furniture, instructional equipment, books and supplies. (Updated April 2021)

2001.28 Damage to Property

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

2001.29 Violation of Rules

The School Director shall report to the Board of Directors any violation of Board Policy and School Regulations by any employee, including the application of any verbal or written reprimand.

The instigation of a disciplinary proceeding (as provided for under Mozambican Labor Law)

requires Board approval. The School Director shall prepare and submit to the Board a written report of the infraction and other relevant details. The School Director and/or the Board may request legal assistance in this regard.

2001.30 Reports to Parents

The School Director shall implement a program for keeping parents adequately informed of school instructional programs, developments and changes, school policies, school events and other relevant matters.

2001.31 Press Releases

The School Director shall clear with the Chairperson of the Board any press release and/or official articles prior to release.

2001.32 Parent Organizations

The School Director shall work with parent organizations and other groups concerned with the welfare of the School.

This includes but is not limited to working with parent organizations to ensure the establishment and maintenance of a comprehensive and fully voluntary parent directory including parent and student names, student grades, and parent email addresses and/or phone contacts to be accessible to all parents on the AISM community portal. The directory will be updated annually or upon request by entering or departing families and will be in full compliance with Mozambican law and GDPR requirements. (Updated February 2021)

2001.33 Other Duties

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

2001.34 Administration in Absence of Policy

In cases when action must be taken and the Board has provided no guidelines in policy for such actions, the Director shall have the power to act. The Director shall promptly inform the Board of such action, and the decisions and actions shall be subject to review by the Board at its next meeting. For urgent or significant matters, an extraordinary meeting can be called, following policy in Section 1002.

2002 Administrative Contract Year

The School Director shall be recruited as a twelve-month employee and shall be on duty throughout the year unless authorized by the Board to be absent. The School Director shall inform the Board of his or her vacation leave and designate a substitute for the School Director in his or her absence. The School Director's substitute shall be a senior administration employee or a member of the Board of Directors. Such absence shall be debited to the School Director's leave as defined in his/her contract.

2003 Evaluation of School Director

At the time of the appointment of the School Director, the Board shall establish a mutually agreed upon procedure for the evaluation of the work of the School Director. The evaluation shall be conducted in an executive session with the School Director and all Board members in attendance.

2004 School Director Dismissal

It is an explicit term of the employment contract that failure to follow a legitimate directive of the Board of Directors, behavior inconsistent with the nature of the office or conviction of a felony shall be just grounds for dismissal, subject to the terms and provisions of the Mozambican Labor Law.

2005 Other Administrative and Academic Personnel

Upon recommendation by the School Director, the Board shall approve the organizational structure and necessary administration and academic personnel.

2005.1 Finance Director

The Finance Director shall be recruited by the Director and appointed by the Board and shall have such duties and responsibilities as set out in these policies and as may be determined by the Board. In particular, the Finance Director shall be responsible for financial and accounting administration and reporting, and shall develop the annual school budget in conjunction with the School Director.

2005.2 Other Senior Administrative Personnel

The Director is responsible for all matters of employment of additional administrative personnel, in keeping with the organizational structure, salary and benefits packages, and job descriptions approved by the Board.

Section 3

Academic Personnel

3000 Academic Personnel

Academic personnel include:

Teachers: classroom teachers, subject area specialists, counselors, librarians, and coordinators.

Academic administrators: School Director and school principals.

Central office administrators: Finance Director, accountant, admin assistants, admissions director, school nurse, systems administrators, and maintenance supervisors.

Teacher Aides

When deemed necessary by the School Director, teacher aides may be employed to assist in classrooms, libraries, or other areas in need of added support or supervision. Candidates for teacher aide positions will undergo a similar recruitment process as all other academic personnel, including evidence of training and/or school records, written confidential references and if a foreign citizen, contract approval by the Mozambican Ministry of Labor. Selected candidates will be placed appropriately on the established salary scale for Teacher Aides.

Substitutes

The School Director is authorized to employ substitute teachers to provide coverage when regular staff members are absent from work. The School Director will establish the daily pay rate for substitutes at the start of each school year.

3001 Professional Standards of Conduct

Teachers and administrators are responsible for providing professional leadership in the School. This responsibility requires every employee to maintain standards of exemplary professional and personal conduct and full commitment to the following standards:

- Consider the needs of students as the fundamental criterion for all decision-making and actions.
- Establish healthy relationships with all students and support them in every way possible.
- Support due process and protect the rights of individuals.
- Contribute to a climate in which learning is enjoyable and stimulating.
- Promote positive public relations with the parents and in the community.
- Develop collegial relationships with all staff in an effort to work toward common goals.
- Support and comply with all school policies and regulations.
- Attend meetings and accept extra responsibility as the position demands.
- Understand and support the philosophy and spirit of the School.
- Fulfill professional responsibilities with honesty and integrity.
- Honor all contracts until fulfillment or completion of such contracts.
- Seek personal and professional growth.
- Demonstrate and promote care and respect for all members of the School community.
- Treat students, parents, teachers, staff and all members of the association equally and equitably regardless of race, national or ethnic origin, skin color, religion, political or other opinion, filiation, political affiliation, socioeconomic status, gender, sex, sexual orientation, age, physical disability or length of tenure at the school.

Staff is expected to comply with personnel procedures identified in Board policy and in the Human Resources Procedure Manual as well as meet all contractual obligations. Each

employee should conduct him/herself, both on and off the job, in a manner that reflects credit to the employee and to the School. (Updated June 2021)

3002 Conflict of Interest

No teacher or administrator will engage in any outside employment, consulting, speaking engagements, or private business that could affect his/her effectiveness as a school employee, jeopardize his/her work visa status, place time or energy demands that could interfere with his/her attentiveness to school work, compromise or embarrass the School, or in any way conflict with professional ethics. Given the exclusive nature of AISM contracts, teachers and administrators are prohibited from undertaking any form of professional activity outside the School, whether remunerated or not, without the prior written consent of the School Director, or, if the matter concerns the School Director, prior approval of the School Board.

No employee may sell books, supplies or materials of any kind to students or parents without prior approval from the School Director or, if the matter concerns the School Director, prior approval of the School Board.

No employee may distribute or post on school grounds material of any kind acquired from external sources without prior approval of the School Director. Material of a sectarian nature will not be accepted, used, or distributed under any conditions.

Free teaching materials may be acceptable for use in the classroom, subject to a prior review and evaluation in order to: 1) confirm the instructional validity in the context intended by the teacher; and 2) ensure that the commercial nature of the material is not objectionable for classroom use.

3003 Nepotism

While the employment of members of the immediate family of supervisors is permitted, in order to avoid both the possibility of favoritism and any appearance thereof, no supervisor should be directly supervising her/his immediate family member. The Director is responsible for making alternative supervisory arrangements.

In the case of the employment of an immediate family member of the Director, the Board will approve such alternative arrangement.

3004 Recruitment and Selection

The Board of Directors is committed to the recruitment and selection of experienced and qualified faculty and staff who will successfully implement the School's Mission and contribute to a high quality educational program. The Board of Directors will hire the School Director and appoint the Finance Director based on the School Director's recommendation. The Finance Director shall have such duties and responsibilities as set out in these policies and as may be determined by the Board. In particular, the Finance Director shall be responsible for financial and accounting administration and reporting, shall develop the annual school budget in conjunction with the School Director, and shall report to the Director.

The School Director is responsible for the recruitment and appointment of all other faculty and staff within the budget limits established annually by the Board of Directors and subject to the ongoing review of the Board.

The School will employ without discrimination the most suitable applicant for each position.

AIMS teachers and academic administrators must meet the following minimum requirements:

1. for teachers, documented evidence of a Bachelor's Degree (4-year university program) and a teaching certificate or license.
2. for academic administrators, documented evidence of a Master's Degree and a certificate or license in educational administration.

Academic personnel are selected from among qualified applicants residing in Mozambique as well as from the U.S. and other countries. Staff is categorized as "local" or "import" hired.

Local staff is defined as a teacher/administrator who, when offered employment, is interviewed in Mozambique, regardless of his/her residency status (temporary or permanent) in Mozambique.

Import staff is defined as a teacher/administrator who, when offered employment, is interviewed outside of Mozambique and is not a resident of Mozambique. The School Director will rely on various international recruitment services for the recruitment of import staff.

The School Director will determine equivalency for all required documentation (diplomas and licenses). An applicant may be hired without certification if there is a lack of qualified candidates or when the non-certified applicant is the most appropriate choice. However, non-certified teachers and academic administrators must show evidence of continued study for the purpose of certification. Teachers or academic administrators who do not demonstrate continued progress toward certification each year may be considered ineligible for rehire the following year.

3005 Health Requirements

All employees may be required at any time to undergo a medical examination and provide a medical report from a physician designated by the School when, in the opinion of the School Director, the staff member's state of health may interfere with the performance of his/her duty. The School will absorb the costs of such medical exams within the limits established by the School Director.

3006 Foreign Citizens

The employment of foreign citizens is subject to the procedures and limitations provided for under applicable Mozambican laws. All contracts with foreign citizens are subject to approval by the Mozambican Ministry of Labor.

3007 Contracts: Terms and Conditions of Employment

The terms and conditions of employment for all staff, as approved by the Board, will be detailed in written employment contracts. Except as otherwise stated in a written employment contract, all staff will be subject to the applicable laws of Mozambique, provisions of the Board Policy Manual and the internal regulations established by the School Director.

When deemed appropriate, the Board may adopt, modify or revoke policies covering salaries, salary step increments, allowances, leave, travel, housing, medical, and death benefits and any other similar matter, by amending relevant provisions of the Board Policy Manual or the employee's contract, provided that no such amendment affects the terms and conditions of employment of any staff member during the period of validity of the existing contract in accordance with the applicable laws of Mozambique.

The Board of Directors may, upon the written recommendation of the School Director, terminate an employee's contract as permitted by the applicable laws of Mozambique. (Updated June 2021)

3007.1 Employment Probation

Employees will serve a probationary period established in accordance with applicable laws of Mozambique. All staff members will demonstrate competence with expected performance standards as evaluated by their immediate supervisor. If such standards are not met, the employee may be immediately terminated with salary and benefits extending up to the last day of employment. The final decision for termination during the probationary period will rest with the immediate supervisor in consultation with School Director. (Update June 2021)

3008 Reduction in Work Force

Should the Board of Directors deem necessary to reduce faculty and staff within the contracted period because of decreased student enrollment, insufficient funds, or a reduction in the School program, the School Director will prepare and submit to the Board a proposal for reduction in force. Such proposal will be based on the School's needs with due consideration given to staff members' certifications, experience, overall qualifications, and performance evaluations. Once a work force reduction schedule has been approved by the Board of Directors, the Board's decision will be final.

Any employee who is terminated because of a reduction in force will be given notice in accordance with his/her contract and will be entitled to all termination benefits as described by applicable laws of Mozambique.

3008.1 Force Majeure Closings

Force Majeure for the purposes of this policy is defined as an event or effect that cannot be reasonably anticipated or controlled, such as emergency security and/or local government actions. Decisions by embassies and other organizations in the community to reduce personnel during a security emergency will not necessarily cause the Board to determine "Force Majeure".

With permanent closure:

- All employees will be entitled to indemnification in accordance with applicable laws of Mozambique.
- If import employees and/or their dependents are required to leave the city, region or country by order of the Board of Directors, the following procedures will apply:
- The School will pay the cost of transportation for the employee and his/her authorized dependents to home of record or other destination designated by the Board while the gravity and extent of the emergency is thoroughly assessed.
- The School will pay a shipping allowance, up to an amount stated in the contract, if the School closure is permanent.
- The School will not assume the financial responsibilities, as outlined in this policy, if the employee and/or the employee's authorized dependents leave the city, region or country prior to an official order by the Board of Directors.
- In the case of a temporary Force Majeure closing, if an employee refuses to return to the School after the emergency is no longer in effect, the employee's refusal to return will be considered a breach of contract and the School's responsibilities as outlined in this policy will cease, unless the expiration date of the employee's contract has been exceeded. In such cases, the contract terms for non-renewal will apply. (Updated June 2021)

3009 Conflict Management and Employee Grievance Procedure

The Board of Directors recognizes that a healthy workplace and effective personnel management requires a conflict management framework that encourages informal dispute settlement and provides formal procedures for a prompt, impartial and fair hearing for an employee with a grievance. For any conflict or grievance, the goal is to reach an effective solution within a reasonable time period beginning at the lowest possible level of administration. Proceedings should be kept informal whenever possible, and confidentiality must be observed at all times. Guidelines and protocols for grievances are stipulated in the Employee Handbook.

The School Director will, on a quarterly basis, provide to the Board of Directors a caseload report containing details on the number, nature, duration and outcome of handled grievances. (Updated March 2021)

3010 Personnel File

All staff will provide the School certified copies of all documents required to meet required qualifications and determine placement on a salary schedule, including transcripts, professional certification and record of work experience. Falsification of statements or documents is grounds for immediate termination without benefits.

The Human Resource Manager will maintain a file of all records pertaining to the employment of each employee. Personnel files will be confidential and access will be limited to the School Director, the immediate supervisor and the Director of Planning and Economics. Access by any other person must be authorized by the School Director.

With the exception of pre-employment references and similar documents, personnel files will be open to inspection by the employee, but only in the School Director's office under supervision by the School Director or Human Resource Manager.

3011 Evaluation Process

All personnel are subject to a professional evaluation by their direct supervisors. The evaluation process is based on setting and achieving performance targets and formal/informal observations. An end-of-year written appraisal of an employee's overall performance will be completed by the employee's immediate supervisor. Supervisors will discuss the evaluation process with their staff at the beginning of each school year.

If an employee's performance is judged in need of specific improvement, the immediate supervisor will inform the employee and indicate such concerns in writing through the evaluation form. The form will be signed by the employee and his/her supervisor. One copy of the evaluation form will be placed in the employee's file and one copy will be given to the employee.

3012 Assignment

The assignment and reassignment of staff is the responsibility of the School Director. The School Director will take into consideration both the needs of the School as well as the qualifications and experience of each employee.

3013 Compensation

The Board of Directors, within the constraints of budgets, will provide competitive compensation in order to attract and retain the best possible faculty and staff. Teachers will be paid in accordance with their placement on established teacher salary

schedules. Placement will be determined by the following:

- Educational preparation based on verification of earned degrees and certification.
- Experience credit granted on the basis of one step for each year of properly verified relevant experience. Upon initial employment, credit for experience will not exceed the established entry level determined by the Board of Directors, and such experience must have occurred within the last ten years.

Administrators will be paid in accordance with their placement on the established administrative salary schedule.

3014 General Responsibilities of Teachers

Teachers are responsible for the development and maintenance of the larger school enterprises and for the management of their individually assigned duties. While each teacher retains a degree of professional autonomy in the performance of his/her classroom assignment, it is necessary that all teachers comply with certain institutional policies in order to enhance the effectiveness of the educational program in accordance with the Mission / Belief Statements and the Board's Strategic Plan.

The workday for all full-time employees, including a lunch period, will be eight (8) hours. In addition to instructional responsibilities, teacher assignments will include related duties designated by the School Director. The development of time schedules is the responsibility of the School Director.

Teachers are expected to:

- Follow curriculum frameworks appropriate to their grade-level assignment;
- Employ effective instructional strategies and established assessment guidelines;
- Utilize the instructional materials and resources provided by the School;
- Participate in ongoing professional development related to better understanding and implementation of the IB programs.

Aside from responsibilities addressed in Board policies, additional teacher responsibilities are outlined in the Faculty Handbook.

3014.1 Academic Freedom

Academic freedom is recognized and encouraged at AISM; however, all material, comments, or programs must be appropriate to the age level of the students and meet curriculum objectives. When discussing controversial issues, viewpoints should be respected and presented within a balanced framework as much as possible. Teachers should be particularly sensitive to the discussion of internal affairs of the host country. When in doubt, teachers should discuss concerns with administration.

- While all discourse may be biased in some way, teaching materials must not contain harmful matter in regards to race, color, creed, religion, gender, sexual orientation and gender identity or national origin.
- Publications of sectarian, partisan, or denominational character may not be distributed or discussed with the intention of espousing or encouraging a particular ideology or belief.
- Teachers will not advocate or teach political or religious points of view with the intent of indoctrinating students.
- Guest speakers must be approved by the principals and/or School Director.

3014.2 Confidentiality

All teachers are expected to maintain the highest possible degree of ethical conduct. Any information about a student presented to a teacher by parents will be handled confidentially and in a professional manner.

Teachers will not discuss students with anyone other than a student's parents or other appropriate professionals, nor will they disclose personally identifiable information from student records.

If a teacher believes a student to be in moral or physical risk, or in breach of the law, he/she must ensure that the student is aware of the risks and encourage the student to tell his/her parents and seek support from them. In such cases, administration must be informed and only the School Director, principal and/or school counselor should contact parents directly.

3015 Tuition Waivers

Full time teachers and academic administrators employed by the School may be granted a waiver of tuition and new student fees up to two legal dependents upon approval by the School Director. Under this policy, teachers of the Early Learning Center and Kindergarten are considered full time employees.

Full time central office administrators may request a waiver of tuition and new student fees for one legal dependent upon approval by the School Director. Teacher Aides are not eligible for tuition waivers.

No waiver for tuition or new student fees will be awarded if such dependents are eligible for tuition payment from any other plan. If a percentage of the tuition is paid by another program, only the remainder of the tuition will be free of charge.

An employee dependent must meet the academic and behavioral criteria established by the Admissions Committee and adequate space must be available to accommodate such student at his/her appropriate grade level.

3016 Leave and Absences

The School recognizes that occasionally circumstances require employees to be absent from work. Accordingly, provisions are made for various leaves, including Sick Leave, Bereavement Leave, Maternity and Paternity Leave, Personal Leave, Leave Without Pay, and for Academic Administrators and Central Office Staff, Vacation Leave. Guidelines for such leave are set forth in Human Resources Manual.

Absence from duty not specifically covered by other sections of Board policy will be considered unauthorized, and pay will be deducted for the period of such absence.

Section 4

Curriculum and Instruction

4000 Foundations

4000.1 Education and Learning Philosophy

AISM is committed to providing age-appropriate learning structures so all students can achieve their highest development potential. The Board of Directors believes that the School's educational program should promote meaningful learning experiences, reflect a child-centered environment, lead to thoughtful and discerning decision making, and provide an atmosphere in which students develop tolerance and appreciation for that which is different and diverse.

The Board further recognizes the need to balance academic rigor with additional learning experiences that meet the age appropriate needs of students. It is important that teachers provide opportunities for students to participate in the fine arts, sports and other co-curricular activities that promote leadership and develop successful interpersonal relationships.

The School should be an environment where all academic staff offers the stimulation and guidance to help students work toward academic excellence and enable them to become responsible citizens, lifelong learners, and healthy human beings.

4000.2 Curriculum

Curriculum shall be designed so that it is consistent with AISM Mission and Core Values. It is the responsibility of the School Director, in collaboration with an administrative staff, to ensure adequate facilities and resources, highly qualified teachers, sound teaching methods, and reliable and valid assessment practices.

Curriculum shall meet all requirements of the International Baccalaureate Primary Years Program, Middle Years Program, and Diploma Program. In addition, curriculum shall comply with established guidelines for accreditation through a U.S. accrediting agency as well as address prerequisites for the awarding of a U.S. high school diploma.

The School Director, in collaboration with the administrative staff, will be responsible for curriculum development and implementation and will determine the most effective means by which to assist staff in acquiring the knowledge and skills necessary to implement the IB curriculum successfully.

4001 Academic Standards

4001.1 Graduation

The units of credit necessary for graduation shall be determined by the School Director and appropriate administrative staff in accordance with the established guidelines of the School's accrediting agencies.

4001.2 Class Size

The Board recognizes the need to maintain a student-teacher ratio that offers maximum opportunities for instruction and learning within the constraints of the annual operating

budget.

Class size at all grade levels shall be determined by administration.

4001.3 Promotion and Retention of Students

The curriculum and instructional programs have been designed to ensure that students complete one grade level each academic year. The School Director shall develop guidelines and procedures to implement this intent. Criteria for promotion / retention shall include:

- age
- academic achievement
- social adjustment
- teacher and school counselor recommendations
- parent support
- availability of alternative programs in the community

Parents shall be advised throughout the school year if their child is experiencing significant learning difficulties. In cases of retention, parents shall be consulted no later than thirty (30) school days before the end of the school year. The decision to promote or retain is the responsibility of the School Director and appropriate school principal. The Board of Directors shall consider such decisions as final.

4001.4 Assessment

Formative and summative assessments of student achievement shall take place throughout the academic year in order to monitor student progress and guide teacher instruction. The reporting systems shall be designed to provide frequent and specific feedback to parents in all areas of their child's growth and development.

At the beginning of the school year, the School shall host a Parent Orientation. This event is designed to give parents the opportunity to visit their child's classroom, to meet the teachers, and to receive detailed information about the curriculum and the International Baccalaureate PYP, MYP, and Diploma Program.

4001.5 Progress Reports

The School shall provide periodic assessments of students' academic and behavioral performance. Such progress reports must be based on full and accurate information. All reports of student progress, whether by formal report card, informal note or conference, should indicate the student's areas of strength and areas where improvement is needed.

Grades shall be based upon achievement; however, many factors other than achievement enter into a child's overall performance. Therefore, the grading format shall allow for additional comments and/or coding that reflect such factors. The grading system for students in special programs such as, ESOL or Learning Support may differ from that used in regular classes.

Administration shall establish grade reporting formats that are grade-level appropriate and shall periodically review and revise the formats. Principals shall ensure that all teachers clearly understand the School's assessment policy and establish guidelines for implementation. Teachers, in turn, shall be responsible for clearly explaining grading policies and procedures to students and parents.

4001.6 Academic Reports to the Board

The school administration shall annually report AISM Diploma Program results to the Association. That report shall show AISM's overall diploma results, subject-area results, and pass rate. School administrators shall put these results in the context of AISM's history with the Diploma Program and worldwide IB results. Relevant explanations of AISM's successes and challenges should also be presented.

Diploma scores and overall Diploma Program statistics shall subsequently be posted to AISM's website each year. Results shall be compared to past AISM and worldwide IB results. A written explanation shall accompany the posted data which puts AISM's current results in context, as well as outlines the school's successes and challenges.

4002 Programs

4002.1 Learning Support Services

The AISM Board of Directors is committed to the social, emotional, physical, creative and intellectual growth of all students and recognizes that a learning support program may be necessary for students who require limited intervention or remediation in the following areas:

- English language development at the primary level and English language reinforcement through the secondary level;
- Literacy development in the primary years; and
- Social/emotional counseling at all grade levels.

The Board remains committed to ensuring a high standard of education and believes that students should demonstrate evidence of their ability to benefit from and contribute to the AISM academic program.

Students who exhibit learning difficulties or behaviors that significantly impede academic progress of themselves or others shall be required to undergo diagnostic testing administered by an educational specialist recommended or approved by the School. The cost of the testing shall be at the parents' expense. If the School's resources cannot meet a student's learning difficulties or behavioral needs, the School reserves the right to cancel enrollment.

Primary and secondary principals are responsible for establishing student support teams (SST) comprising school counselors, classroom teachers, and other supporting faculty members to discuss the progress of students who exhibit learning and/or behavioral difficulties and require intervention measures outside of the classroom.

General procedures include:

- Identification of concern;
- Collection of data from teachers;
- SST meeting of all of the student's teachers, counselor, and principal;
- Recommendations for support;
- Communication with parents;
- Implementation of recommendations;
- Monitoring and follow-up.

Board policy allows for cancellation of enrollment if the SST believes that the child's needs cannot be adequately met by the School's learning support program. School principals and counselors are required to advise and/or counsel parents accordingly and maintain proper

documentation of all meetings. If a recommendation to cancel enrollment is determined to be in the best interest of a student, the school principal shall discuss the findings of the SST with the School Director and provide documentation of parent meetings. The final decision to cancel enrollment rests with the School Director.

The Board directs the administration to design and implement a learning support program in the areas noted in this policy and to submit an annual budget for the maintenance of the program, including all costs of staffing, instructional materials, and equipment.

The Board reserves the right to expand or limit learning support services based on periodic reviews of students' needs, recommendation from administration, and the capacity to fund such services.

4002.2 Counseling

The Board of Directors believes that professional counseling and guidance services are essential to the School's educational program and should be available to all students and parents. It is the intent of the Board, within the financial constraints of available resources, to employ only qualified and experienced counseling personnel.

An effective counseling and guidance program shall meet the developmental, emotional, social, and academic concerns of students. School counselors shall also counsel parents in regards to the specific needs of their children and offer parent workshops around such topics as university planning, parenting skills, standardized testing, and other related school topics.

Teachers may also counsel students informally about their academic achievement or performance behavior in the classroom or in particular subject areas. All staff shall remain sensitive to the unique cultural characteristics of a diverse student population and committed to the principle of confidentiality in their interactions with students. If a conflict arises between the principle of confidentiality and the best interests of the student, or the School itself, members of the professional and counseling staff are encouraged to seek confidential advice from the School Director and school principals before taking any action.

4002.3 Library Media Program

The Board of Directors subscribes to promoting the principles of intellectual freedom as expressed in the Library Bill of Rights of the American Library Association. Materials for AISM libraries shall be selected by the professional library staff in collaboration with the faculty, parents, and students. Professionally recognized reviewing periodicals, standard catalogs, and other selection aids will be used by the librarians and faculty to guide them in their selection.

The following general selection criteria will apply to all materials, including electronic, print, and non-print resources:

- Library materials shall support and be consistent with the general educational goals of the School and the aims and objectives of specific courses of study.
- Library materials shall meet high standards of quality in factual content, artistic and literary value, and presentation.
- Library materials shall be appropriate for the subject area and for the age, emotional development, ability level, learning styles, and social development of students for whom materials are selected.
- Library materials shall meet the needs and interests of students and faculty.

- Physical format and appearance of library materials shall be suitable for their intended use.
- Library materials shall be current and up-to-date.
- Library materials shall be selected to help students gain an awareness of our diverse society.
- Library materials shall be selected for their strengths rather than rejected for their weaknesses.
- The selection of library materials on controversial issues will be directed toward maintaining a diverse collection representing various views.

The Board of Directors recognizes the rights of individuals and groups within the community to challenge materials included in the library media collections. In the interest of handling all complaints fairly and expeditiously, the school librarians shall develop a set of guidelines for understanding the selection process and a procedure for complaints and challenges relative to library medial materials.

4002.4 Co-curricular Activities Program

The Board of Directors shall support a Co-curricular Activities Program in order to provide students opportunities for experiential learning outside of their academic program. The Co-curricular Activities Program shall incorporate the Creativity, Action and Service (CAS) framework designed by the International Baccalaureate Organization. Creativity includes a wide range of visual and performing arts activities. Action includes participation in individual and team sports, planned expeditions, and local or international projects. Service encompasses various community and social service activities.

4002.5 Sports Program

The Board of Directors is committed to the principles of sportsmanlike and ethical behavior in and around all athletic contests. All contests must be safe, respectful and courteous, fair, controlled and orderly for athletes and spectators.

Participation on an athletic team at AISM is a privilege and all participants must earn the right to represent AISM by conducting themselves in such a way that the image of AISM will not be tarnished in any manner. Any participant whose conduct is judged to reflect poorly upon himself/herself, the team, or the School, whether or not such activity takes place during or outside school hours, shall be subject to disciplinary action as determined by the coach, the sports coordinator and/or the school principal.

AISM athletes shall agree to:

- Uphold ethical conduct and fair play.
- Demonstrate courtesy to visiting teams and officials.
- Establish a friendly relationship between visitors and hosts.
- Respect the integrity and judgment of sports officials.
- Understand and abide by the rules of the game and the standards of eligibility.
- Display leadership and good judgment.

In order to enforce this policy, the School Director shall establish administrative rules and procedures which set forth the manner of enforcement of this policy, and the penalties incurred when violation of the policy occurs. The administrative rules and procedures shall focus upon the responsibility of staff to teach and demand high standards of conduct and to enforce the established rules. (Updated April 2021)

4003 Other Curriculum and Instruction

4003.1 Instructional Materials

The Board shall approve budget expenditures for instructional materials that clearly support implementation of the IB programs. Materials should be consistent with the School's educational philosophy and instructional goals. They should serve the needs and interests of a multi-national student population and should be sensitive to the cultural diversity and local environment of the School. Final selections must be within annual budget limitations as set by the Board.

The Board of Directors recognizes the rights of individuals and groups within the community to challenge instructional materials. In the interest of handling all complaints fairly and expeditiously, the School Director shall develop a set of guidelines for understanding the selection process and a procedure for complaints and challenges relative to instructional materials.

4003.2 Homework

The Board recognizes that meaningful homework with timely feedback contributes toward building student responsibility, self-discipline and life-long learning habits. Accordingly, the Director shall establish and implement guidelines and ensure compliance regarding sound instructional use of homework appropriate to each grade level.

4003.3 Field Trips

The Board recognizes the importance of school-sponsored trips as a means of reinforcing and supplementing the curriculum. Trips in and beyond the community provide a direct learning experience and opportunities for practical application. The Director shall establish and ensure compliance with guidelines for the effective use of field trips.

4003.4 Health Policy

Vision - To create a safe and healthy learning environment that encourages health promotion and disease prevention for all students and staff.

Objectives - The school health program is designed to ensure a safe, healthy environment that is conducive to learning for all students and to provide care for students who become ill or injured while at school. The program is no substitute for the health care that parents should provide for their children and, therefore, parents are encouraged to arrange regular appointments with their private physician or other medical professional as needed.

The school health program is designed to:

- provide initial first aid and treatment of minor ailments;
- administer medication when authorized;
- promote healthy lifestyles and disease prevention;
- assess need and call for emergency services;
- provide a community link with parents when health services are required;
- organize and coordinate the health screening programs;
- help coordinate health education curriculum;
- maintain student medical records

The Director shall establish guidelines for the school health program, to be articulated in the Parent and Student Handbook and, as appropriate, relevant Health and Faculty Handbooks.

Section 5

Students

5000 Admissions Policy

The American International School of Mozambique is an IB world school, providing a rigorous education program culminating in a US High School Diploma and, optionally, an International Baccalaureate Diploma. The curriculum is taught in the English language for eligible students of all nationalities. Admissions and curriculum requirements are similar to those of private U.S. educational institutions.

The Board of Directors has established school admissions policies and procedures, delineated in the Admissions Handbook, which are implemented by the administration. The Board seeks to ensure a high standard of education within the capacity of the School's facilities and teaching resources. Criteria for enrollment eligibility include age, previous schooling, English language proficiency, learning achievement, parents' and/or organizations' capacity to pay registration and school fees, consideration for a parent's temporary assignment in the school community and a child's requirement for an education at an American-oriented school.

Prospective students will be considered for admission regardless of race, ethnic origin, skin color, religion, political or other opinion, political affiliation, gender, sex, sexual orientation, or physical disability. (Updated June 2021)

Records

Students seeking admission to grades 2-12 must present documented evidence of past academic achievements. It is the parents' responsibility to provide all academic and health records to the School's administration as delineated in the Admissions Handbook. Students with incomplete previous school records will not be admitted until all requirements are met.

Students must demonstrate evidence of their ability to benefit from and contribute to the AISM academic program. School administration will use placement assessments and appropriate screening tools to determine whether a child's needs can be met by the school. Students who do not score at or above grade level may not be eligible for admission.

The School is not obligated to admit a student who does not meet acceptable academic or behavioral standards. The final decision for admission to AISM rests with the Admissions Committee, comprising the Director, administrators and teachers.

Students who are admitted to School but later exhibit learning difficulties or behaviors which seriously impede academic progress of themselves or others will be required to undergo diagnostic testing administered by an educational specialist recommended or approved by the School. The cost of the testing will be at the parents' expense. If a student's learning difficulties or behavioral needs cannot be met by the School's resources, the School reserves the right to recommend alternative placement.

Admissions Priority

In keeping with AISM's origins and the support that the School receives from the US Government, children of the official U.S. Government employees to Mozambique, who otherwise qualify for admission, are guaranteed a place at the School. Thereafter, the children of private U.S. citizens have priority.

All other completed applications will be placed in an admissions' pool and will be subject to appraisal by the Admissions Committee. Admissions are undertaken cognizant that the School aims to provide the best education for a diversity of children, including the international community residing in Mozambique as well as other interested Mozambican residents and nationals. Further admissions are subject to place availability and to the following, not mutually exclusive criteria:

- Children of parents with expatriate status who are employed by diplomatic missions, multi- or bilateral organizations, international non-governmental organizations or international corporations;
- A demonstrable need or desire for the curriculum provided by the School (i.e. students transferring from other international schools or schools with an English-speaking U.S./international curriculum);
- Whether or not a child already has a sibling enrolled at the School.

In addition, the School's Admissions Committee reserves the right to prioritize the admission of a child or children in special, compelling circumstances where there is a significant perceived benefit to the School.

AIMS reserves the right to deny admission to any student, including those it may not be able to adequately serve, such as students

- who have demonstrable special learning, behavioral and/or emotional needs.
- who do not achieve an acceptable score on the admissions exam and/or whose academic records do not reflect continuous academic achievement.
- who have academic, social or emotional problems that require support services not offered by the School, but deemed necessary to meet the student's learning needs.

AIMS may charge for services to meet the special needs of individual students.

Once a student has been admitted to the School, continued enrollment is contingent upon academic and behavioral performance, adherence to expectations laid out in the AISM Parent Student Handbook and timely payment of tuition as specified by the AISM Fees Policy.

Grade placement is based on age, education needs and social/emotional maturity. Students should be no more than one year older or younger than the average for their grade level placement.

Students whose records provide insufficient information or reflect areas of concern may be required to sit for further admissions screening to determine the most appropriate grade level assignment. The School reserves the right to make the final decision in all grade level placements.

5001 Students' Rights and Responsibilities

The mission of AISM is to "pursue excellence by empowering learners to achieve mastery of self, advance their communities, and flourish in an ever-changing world." The school's underlying values encompass celebrating humanity, cultivating grit, inspiring curiosity, and embodying integrity, and expectations for student conduct will be guided by these values.

These values require all AISM community members to take responsibility for their actions, while conferring the right to be treated with fairness and dignity. AISM acknowledges the individual rights of students and encourages freedom of thought and expression. At the

same time, school rules are necessary to establish constructive limits in order to protect the rights of others.

Each student has the right:

1. To be secure and safe in person and property.
2. To be treated with courtesy, fairness, and consideration by every student, teacher, administrator, and adult in the school community regardless of race, national or ethnic origin, skin color, religion, political or other opinion, filiation, political affiliation, socioeconomic status, gender, sex, sexual orientation, tenure of AISM attendance, or physical disability.
3. To participate in developing and improving school rules and standards of student behavior.
4. To be informed of the rules for student behavior.
5. To benefit from and be recognized for his/her effort.
6. To appeal decisions of teachers and administrators in an orderly way.

Each student has the responsibility to:

1. Help generate a safe and supportive learning environment.
2. Treat other students and adults with consideration, fairness, and respect regardless of race, national or ethnic origin, skin color, religion, political or other opinion, filiation, political affiliation, socioeconomic status, age, gender, sex, sexual orientation, tenure of AISM attendance, or physical disability.
3. Demonstrate self-control by acting safely and responsibly.
4. Treat school and other students' property with respect. (Updated June 2021)

5002 Discipline: Code of Conduct

Expectations for student conduct are guided by AISM's mission and values. In this spirit, AISM strives to create and maintain a safe and supportive environment for all students. This requires setting behavioral expectations, rules, regulations and procedures to deal with situations that may otherwise undermine or devalue that safe and supportive environment.

The disciplinary policy and procedures that are delineated in the Parent Student Handbook serve to guide decision and appeal-making processes that will affect students with the aim to ensure the outcomes of those processes are fair and are seen to be fair. They aim to provide integrity and consistency of decisions and to help avoid misunderstandings and disputes.

Students possessing, consuming or under the influence of any alcoholic beverage or smoking any substance on or near school grounds, on school transport or at any school-organized or sponsored event or trip are subject to disciplinary consequences as described in the Parent Student Handbook. Profanity, insolence, disobedience, or foul language will not be tolerated. If a student is suspended, the duration of the suspension will be determined by school administration and will be based on the severity of the offense. Any student who has a history of disciplinary problems may be requested to withdraw from school or face expulsion.

Students are responsible for observing basic standards of cleanliness, modesty, and good grooming, and with their dress shall be respectful of the cultural diversity of the AISM community. Details of the dress code shall be documented in the Parent Student Handbook.

The School Director has the authority to request withdrawal or to expel any student who

engages in grave or repeated violations of school rules and regulations. The Director will inform the Board of Directors of any case of expulsion and its reasons. Reasons for expulsion include, but are not limited to, the following:

- Academic dishonesty of a serious nature
- Possession, use or distribution of drugs or alcohol on or near campus, the immediate environs, or school- organized or sponsored trips or events.
- Fighting, physical aggression or assault resulting in serious injury to others
- Repeated verbal, emotional, physical or electronic harassment of AISM community members.
- Serious and willful destruction of school property
- Major theft (students' personal property or school material/equipment)
- Weapons with intent to do harm
- Real or perceived threats to the school community

(Updated June 2021)

5003 Acceptable Use of Technology

The use of "technology" is a vital aspect of teaching and learning at AISM and appropriate utilization of digital resources across the spectrum of school operation is encouraged. However, in this "age of the internet," such use must be carefully planned and implemented to ensure the safety and security of all AISM stakeholders.

Towards that end, the Director shall maintain comprehensive Acceptable Use of Technology Guidelines, which ensure appropriate utilization of digital resources. Included in those guidelines are "responsible use" training, online safety guidance, firewalls, "parental" restrictions and addressing abuse and misuse of devices. Furthermore, the Director shall ensure such guidelines are communicated to and understood by all stakeholders, and adhered to consistently. The Director shall report to the Board annually measures taken to implement this policy.

5004 Honor System

Students are expected to be honest and to maintain personal integrity at all times. Students caught cheating, plagiarizing, surreptitiously obtaining exams, or involved in any infraction related to exam security may be subject to disciplinary action which could include loss of academic credit and other privileges, suspension or expulsion. Teachers shall be responsible for providing documentation of any incidents in breach of the honor system.

5005 Student Records

Administration shall ensure that a system of record keeping is established and maintained in such manner as to support the teaching and learning process and recognize the value of accurate communication. Under all circumstances, student record information shall be considered confidential.

Student records shall be maintained in the following areas:

- Enrollment details – application forms, reports from other schools, assessments etc.
- Students' academic progress, including examinations/assessment results
- Reports/Assessments in the area of special needs
- Serious incidents of student misbehavior
- Attendance/non-attendance
- References
- Serious accidents/incidents

Requests for student records from other schools, including post-secondary institutions where a student seeks to enroll shall be honored in a timely manner.

5006 Child Protection

The American International School of Mozambique (AISM) endorses the UN Convention on the Rights of the Child, of which our host country, Mozambique, is a signatory. This convention places the protection of children as a fundamental commitment, and makes all adults and community members who are part of their lives, responsible for this protection.

According to the World Health Organization, child abuse constitutes “all forms of physical and/or emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation, resulting in actual or potential harm to the child’s health, survival, development or dignity.” While child abuse often occurs “in the context of a relationship of responsibility, trust or power”, child protection violations can occur even in a singular or one-off incident.

Schools fill a special institutional role in society as protectors of children and 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. The school will take proactive steps to educate staff and students about their roles and responsibilities in creating a safe environment. All members of the school community are required to take reasonable precautions and/or measures to protect the safety and well-being of the school’s children and youth.

Educators observe and interact with children over time and are in a unique position to identify children who are potentially at risk or are actual victims of abuse and therefore, in need of help and protection. As such, educators have a professional and ethical obligation to identify these children 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.

All staff members employed at AISM **are mandated to** report suspected incidents of child abuse whenever a staff member has reasonable suspicion to believe that a child is at risk of abuse. Reporting and following up of all suspected incidents of child abuse will proceed in accordance with administrative rules and procedures.

In cases of suspected abuse, AISM will conduct a full investigation following the administrative procedure, maintaining the safety of the child at the highest priority and ensuring confidentiality of all parties.

AISM has the responsibility to ensure that the school is a safe haven for all children. We recognize that self-esteem, confidence, supportive friends and clear lines of communication with a trusted adult help to prevent abusive situations. (Updated April 2021)

Section 6

Business Department

6000 AISM Fees Policy

AISM maintains an annually adopted fee schedule which contains the relevant operational terms and conditions. Fees charged at AISM may include the following:

- Application Fee
- New Student Fee
- Returning Student Fee
- Tuition Fee
- Transportation Fee
- Optional Supplemental Services Fee

1. A non-refundable Application Fee is charged to each new student seeking admission to AISM.
2. A non-refundable New Student Fee is charged upon admission to each student enrolling for the first time.
3. A non-refundable Returning Student Fee is charged annually to all returning students. Full payment is due at the start of the school year.
4. Tuition fees may be paid in full or in two equal payments each semester, according to the approved schedule of fees. Tuition fees for students enrolling throughout the year must be paid according to the approved schedule of fees.
5. Payment of all school fees will be accepted in local currency or in US Dollars. Such payment will be by check, direct deposit or bank transfer.
6. Parents must provide the business office proof of payment by direct deposit or bank transfer even if payment is made by a sponsoring government, organization or company. All payments are net of any transaction charges and must be received by due dates, or late charges will be assessed.
7. Any family with more than two (2) students enrolled in the School will receive a tuition discount of 10% on subsequent student enrollments. The tuition discount applies to the last child enrolled. All other school fees are assessed at full costs.
8. A full payment of Tuition and Bus fees is required for any portion of term (school quarter – 25%) attended. Upon withdrawal, a student will receive a tuition and bus fee refund for any full term (school quarter – 25%) of non-attendance. This refund does not apply to the non-refundable Returning Student Fee or New Student Fee. Parents withdrawing a student from the School will notify the school administration at least fourteen days in advance.
9. To maintain a student's continued placement at AISM, parents must ensure that all school fees are paid in a timely manner. Registration will be cancelled for non-payment at the end of a semester (December/June), and a student may not return until full payment is received.
Where accounts have not been paid according to the established dates, a penalty may be charged per day until all fees have been receipted by the Business Office.
10. In extraordinary cases the School Director may with Board approval refund deposits or approve deferred payments when it is in the best interests of the School and the student to do so.
11. No report cards, records, transcripts or diplomas will be issued by AISM until all accounts have been paid in full.

6001 Procurement and Operational Administration

Procedures for purchasing equipment, materials and services for the School shall be as

follows:

1. The Board shall approve the annual itemized budget indicating anticipated income and expenditures for the fiscal year. The budget shall be approved in U.S. dollars, though expenditures may be made in U.S. dollars or their equivalent in local currency.
2. All procurement of supplies and services shall be in accordance with the approved budget. The expenditure for any item or in any amount not explicitly included or provided for in the approved budget shall require the prior written approval of the Board as an amendment to the Budget.
3. All checks require two signatures. The Board shall annually designate at least three persons with check signing responsibility including the School Director, the Finance Director and a member of the Board.
4. The procurement and maintenance of adequate inventories of materials, supplies and other equipment including services as set out in the approved Budget shall be the responsibility of the Finance Director.
5. Expenditures for routine operation and maintenance included in the Board-approved budget and not exceeding five thousand (\$5,000.00) shall be authorized by the School Director or the Finance Director
6. Expenditures not included in the Board-approved budget require prior Board approval and School Director authorization. Board approval should be in writing.
7. Expenditures of five thousand dollars (\$5,000.00) or more included explicitly in the Board-approved budget require School Director and Finance Director authorization.
8. Procurements and contracts of more than five hundred dollars (\$500.00) and less than five thousand dollars (\$5,000.00) that are included in the board-approved budget shall be authorized by the Finance Director after obtaining three quotes (or a written justification for the waiver of the three quote policy approved by the School Director) and the procurement and contract counter-signed by the School Director.
9. Procurements and contracts of five thousand dollars (\$5,000.00) or more shall be made only after calling for a minimum of three competitive sealed bids and written approval by the Board of Directors or a Committee designated by Board action. Alternatively, the Board may bypass the bidding procedure and authorize the acceptance of a contract of a designated expenditure, accompanied by instructions to the School Director. The Board reserves the right to reject any of the bids submitted and is not bound to the lowest bid. The Board Minutes shall reflect the justification for the bid selected.
10. Goods such as textbooks, workbooks, and other instructional materials are not required to follow the bidding procedure stated in paragraphs 7 and 8.
11. All competitive bids and quotes shall be kept in the office for a period of five (5) years. These files shall be the responsibility of the procurement officer and are subject to regular review by the Finance Committee.
12. The administration will maintain an up -to-date inventory of all items with individual value greater than five hundred dollars (\$500.00). The inventory will show date of acquisition and a yearly update on condition.
13. Board members, the administration, and all other employees shall avoid any conflict between their personal interest and the interest of the School in dealing with suppliers and all other organizations or individuals doing or seeking to do business with the School. The School requires that competitive bidding be used as indicated above in the procurement of materials, supplies, services and equipment.
14. Petty Cash shall be the responsibility of and in an amount determined by the Finance Director. Funds shall only be paid out of petty cash based on a written petty cash disbursement authorized and signed by the Finance Director and in his/her absence by the School Director. Petty Cash disbursements, invoices and receipts shall be reconciled on a daily or other appropriate basis and in any event prior to the replenishing of the

petty cash funds. Petty Cash shall not be used for the payment of loans, salary advances or salaries. The Finance Director shall issue, from time to time, petty cash procedures subject to this policy. No funds shall be paid into the petty cash fund except for those funds expressly requisitioned for petty cash. Receipts such as school tuition and fees shall not be paid into petty cash.

6002 Fundraising

The purpose of fundraising at AISM will be to support school growth as AISM seeks to promote excellence and empower and equip students to make a significant impact in Africa and beyond. Additional funds beyond the annual fees are necessary to ensure that school facilities and resources are of the highest standards and in line with global educational developments and requirements.

The School's fundraising bodies may seek to:

- Augment resources for the School's educational program (including equipment, instructional materials, development and construction, and facility improvements).
- Provide new opportunities for student learning (instructional and co-curricular resources).
- Enhance learning in the areas of creativity, critical thinking, and cultural awareness.
- Strengthen community networks, focusing both on internal and external relationships.
- Support scholarships.
- Enhance the image and visibility of the School.

All fundraising projects should be consistent with the School's mission and abide by the Fundraising Guidelines in the Finance Handbook.

Donations or gifts will be accepted only from individuals, organizations or groups that will not compromise or give the appearance of compromise to the mission and philosophy of AISM or to its reputation. Donations or gifts will carry no request for special or preferential treatment, including admission status or academic level or grade placement.

AISM is under no obligation when receiving a donation or gift beyond the transparent and accountable management of the received donation or gift that would be expected of any outstanding professional organization.

The Board reserves the right to refuse the offer of gifts or donations. No fundraising projects should:

- Conflict with other projects or school programs.
- Create a conflict of interest.
- Put a student at risk.
- Commit the School to the endorsement of activities or products that are inconsistent with the School's mission and reputation.

Parents will be encouraged to offer goods and services for fundraising endeavors. Involvement should be for the benefit of AISM. Gifts or donations must be consistent with the Board's policies prohibiting discrimination and must be age-appropriate. Only the Board, School Director, the Finance Director and the Development Committee will have access to donor records. Any other person requesting access must obtain permission from the Board of Directors.

Development Committee

In order to coordinate external fundraising activities and to provide accountability for the acceptance and stewardship of donations and gifts to AISM, the Board may establish a Development Committee. The Development Committee would be responsible for formulating an annual plan that will address fundraising goals and targets, purposes, strategies and action plans. This document must be in line with the strategic plan of the School and would be reviewed by the Board. Any modifications of this plan would be presented to the Board for approval. The Committee would submit an annual report to the Board at the end of the School's fiscal year.

This Committee would advise and oversee all external fundraising activities. Committee members would be comprised of the School Director, the Finance Director, a PTA representative(s), the Development Director, and a Board representative(s). A Board member will chair the Committee. The Committee would report to the Board of Directors.

The Board may authorize the employment of a person responsible for leading a specific fundraising program who would work with the Development Committee.

6003 Surety and Guarantee

The School shall not give any guarantees or sureties or otherwise co-sign on any employee's contracts or debts.

6004 Loans

No loans are to be made to employees of the School except under the following terms and conditions:

- The employee has a valid contract with a minimum remaining term sufficient to allow the repayment of the loan by salary deduction.
- The employee shall make an application indicating the reason for the loan, shall sign a confession of debt and shall sign an agreement permitting the debt to be repaid by deduction in installments from the employee's monthly salary;
- Any loan must be repaid before the end of the school year in question, unless otherwise authorized by the School Director. Salary deductions to repay the loan start with the first salary after having received the loan payment, unless otherwise agreed upon with the School Director. The repayment scheme is to be discussed and established prior to payment of loan with the employee. The School Director and employee keep a written copy of the signed repayment scheme.
- No loan may be authorized as long as the employee has another loan or salary advance outstanding and unpaid.
- No more than one loan may be authorized in any school year for any one employee, except for extraordinary circumstances and if authorized in writing by the School Director by written application by the employee.
- Import teachers and administrative employees, in accordance with the terms of their contracts, may apply for a loan in an amount up USD5000.00 (or the Metical equivalent) for the purchase of a motor vehicle.
- The maximum loan amount for teachers and administrative employees shall be USD5000.00 and for classified personnel, USD500.00 (or the Metical equivalent).

6005 Salary or Travel Advance

No advances are to be made to employees of the School except in the following two categories:

- Travel advance with the approval of the School Director. A temporary advance for

travel expenses reimbursable by the School may be made in reasonable amounts in relation to a School trip assignment. Such an advance shall be settled immediately within 5 business days after completion of the trip as a deduction in the obligation of the School to meet the travel expenses incurred with immediate payment of any balance due to the School. The employee is responsible for submitting receipts for the amount of the advance as well as any additional amount expended by the employee. Any amount not justified by a proper receipt shall be deducted from the employee's salary.

- Hardship or Emergency advance. An emergency salary advance of up to one month's salary may be made at the discretion of and with the written approval of the School Director to a teacher or other employee of the School to cover expenses incurred because of sickness, hospitalization, death of a member of the immediate family or relocation expenses. The advance shall be repaid by salary deduction in equal thirds on each of the three monthly paydays commencing with the first monthly payday following thirty calendar days after the day of the advance.

6006 Use of School Equipment

It shall be the general policy of the School that school equipment shall not be loaned to any person, firm or agency with the following exceptions:

- The School Director may permit teachers to use school equipment overnight or on weekends for the purpose of preparing instructional material for classroom use.
- Permission may be granted by the School Director for school employees to use school equipment in presenting programs for community organizations, non-profit organizations or for public relations purposes.

6006.1 Use of School Vehicles

School vehicles shall not be used by employees for personal matters.

6007 Use of School Facilities

The Board of Directors recognizes that the primary purpose of school facilities is to meet student needs in both academic programs and co-curricular activities. It is the policy of the Board of Directors to permit use of school premises and grounds to the extent that there is no interference with such programs and activities. The following groups are permitted use of facilities at predetermined times:

- AISM staff and students' immediate families;
- American employees of the U.S. Embassy (including annual Peace Corps training) in recognition of the US State Department's continuous support to the school; Other groups that may be eligible to use school facilities, based on established board policies and administrative rules and procedures, include:
- individuals or non-profit organizations whose purpose and activities are of an educational, cultural, recreational, or community service nature;
- registered guests accompanied by AISM families and staff.

A school activity or event at any time may preempt facility use by the aforementioned groups. The School Director, in conjunction with the Maintenance Supervisor, will specify time periods for general repair and maintenance at which time facilities will remain closed to any type of use.

Individuals or groups using school facilities must conduct themselves in an orderly and lawful manner and assume financial responsibility for any loss or damages incurred to

school property. Use must be limited to the specific area granted and children must be supervised at all times.

No child under the age of 12, including AISM students, is permitted on the school campus during weekends or after school hours without the supervision of his/her parent or designated adult.

Availability of alcoholic beverages in association with a school function must have the prior approval of the School Director. External organizations or community groups granted use of school facilities must obtain authorization to consume alcoholic beverages from the School Director prior to the scheduled event or activity. Alcoholic consumption must be properly controlled and appropriate behavior is expected at all times. No child under the age of 21 may be served alcoholic beverages under any conditions.

The School Director in conjunction with the Board or appropriate Committee(s) will develop all necessary administrative rules and procedures governing the use of school facilities, including fee structure and time schedule. The Board of Directors will approve and/or propose revision of policy rules and procedures as needed. The School Director or an approved designate shall be responsible for the implementation of rules and procedures.

The Board and the AISM Association assume no liability for any instances of bodily injury or sickness sustained by an individual or group participants while on school premises and furthermore, assume no liability for damage to, destruction of, or loss of individual property. (Updated April 2021)

6008 Emergency Fund

AISM believes no currently enrolled student should have to be withdrawn from the school in the middle of a school year because of unexpected financial difficulties. The Emergency Fund provides short-term support for currently enrolled students should their families encounter unforeseen financial hardship (such as loss of job, extraordinary medical costs, or serious financial burdens for extended family members after a death) which prevents them from fulfilling their tuition and other fee obligations. However, the Board expects families to draw on all available means to pay school tuition and other fees before turning to the Emergency Fund. Support will be extended based exclusively on demonstrated financial need.

Students would normally be eligible for support only to complete the academic year during which hardship occurs. Only in exceptional circumstances would requests be considered for support during the subsequent academic year. This would be conditional on families being able to demonstrate a plan for returning to full payment of pro-rated tuition within the first semester of the school year.

AISM will set aside ½ % of tuition revenues annually to be available for emergency assistance. The Emergency Fund is limited to this allocated amount and available only until the funds are exhausted. However, should any portion of this allocation remain at the end of the academic year, it shall be redirected to the Scholarship Program.

Emergency Fund assistance, when granted, will be considered to cover all fees related to continued attendance of a student at AISM.

Families seeking Emergency Fund support must submit a written request that explains their financial needs to the Director of the school. Documentary evidence that demonstrates their

financial hardship and changed circumstances must be attached to this written request. As such, all those requesting support must submit a comprehensive financial declaration, including, but not limited to:

- Statement of financial hardship and specific short-term need
- Proof of financial standing, such as prior and current annual gross and net income (tax returns, salary statements, bank statements and other related documents)
- Declaration of all assets (savings, cars, property)

A Board Committee of two or three persons will review all requests and determine the support to be extended. Members of this Committee will be nominated by the Board Chairperson. All of their deliberations remain confidential.

6009 Capital Reserve Fund

The Capital Reserve Fund is restricted to building and improvement expenditures, and transfers to this account cannot be returned to operating accounts unless the Board of Directors determines that funds are required for emergency use. New Student Fees must be deposited annually into the Capital Reserve Fund.

6010 Transportation

Outsourced transportation services may be offered to students at no cost to the School. Bus fees charged to parents shall be established annually by administration and reflected in the annual operating budget. The Director is responsible for establishing, communicating, and implementing rules and procedures for the safe and effective transport of students, including procedures for maintenance and safety of operation, conduct on school buses, qualifications of drivers, and appropriate liability insurance. (Updated April 2021)

6011 Emergency Procedures

The Director shall maintain an up to date Safety, Security, and Emergency Procedures Handbook and ensure implementation of all regulations and practices therein. The Director shall notify the Board of any significant changes to that Handbook annually and as they are needed.

6012 Risk Management

Recognizing that AISM, like all schools, is subject to risks that could negatively impact its long-term viability and operation and in order to enable the Board to fulfill its responsibility to ensure the long-term viability of the school, the Director shall maintain a systematic approach to risk management as follows:

1. The Director shall produce an annual Risk Management Report for approval by the Board.
2. The Risk Management Report will include assessment of impact and likelihood of occurrence for all significant risks and the framework for action planning of appropriate specificity.

6013 Insurance

The Director, in collaboration with the Finance Committee shall recommend for board approval and then arrange for and maintain adequate insurance coverage for the School's property, assets, and liabilities, as well as Trustees' and Officers' insurance for the Board and employees and bonding for those who handle cash.

6014 Security

The Board recognizes the need to provide a safe and secure environment at the school for all members of the community. To that end the Director shall ensure that procedures are

established and implemented in order to develop and maintain effective security systems and to provide sufficient information, instruction, training, and supervision to ensure the security and safety of all staff, students, and visitors on campus.

6015 Data Privacy and Protection

The Director shall ensure that AISM maintains and utilizes appropriate storage, access, and use of data in accordance with best practices throughout the school.

6016 Facilities

The Director is responsible for ensuring that School property is maintained in good physical condition: safe, clean, and sanitary, and as comfortable and convenient as the facilities will permit or the use requires. S/he shall establish such procedures and employ such means as may be necessary to discharge his responsibility.

Section 7

Support Staff

7000 Support Staff Designation

Support staff includes employees working in the following areas: maintenance and repair; cleaning; security; food services; transportation; and other explicitly designated areas.

7001 Selection

Support staff will be employed solely on the basis of merit. Applications are judged on the basis of educational background, training, required skills, practical experience and personal qualifications. Confidential information will be obtained from former employers regarding job performance and school records may be requested, if appropriate.

The School will comply with all applicable Mozambican Labor Laws. In case of contradiction in Board policies or administrative rules and procedures, Labor Law will prevail. (Updated April 2021)

7002 Health Requirements

A newly hired support staff member will submit evidence of a complete physical examination and all related costs will be the responsibility of the School.

All employees may be required at any time to undergo a medical examination and provide a medical report from a physician designated by the School when, in the opinion of the Supervisor and/or the Finance Director, the staff member's state of health may interfere with the performance of his/her duty. The School will absorb the costs of such medical exams within the limits established by the Finance Director

The School requires all support staff to submit to annual testing for active pulmonary tuberculosis as shown by chest x-ray or approved intra-dermal tuberculin test.

7003 Assignment

Applicants accepted for employment will be assigned in accordance with their qualifications and the needs of the School.

7004 Promotions and Transfers

When vacancies occur, promotions or transfers will be awarded to current staff if competency and experience warrant such action. All other factors being equal, seniority status will serve as a determining factor.

7005 Performance Evaluation

Competence, skills and general performance of support staff will be evaluated periodically by the Supervisor and noted on a performance appraisal form.

7005.1 Probation

Probation will be ninety (90) days from the initial day of employment with the School. All employees will demonstrate competence with expected performance standards as evaluated by the Supervisor. When such standards are not met, the employee may be immediately terminated with salary and benefits extending up to the last day of employment. The final decision for termination during the probationary period will rest with the Maintenance Supervisor in consultation with the Finance Director.

7005.2 Unsatisfactory Performance

If an employee's work is judged unsatisfactory, the Supervisor will complete a written performance appraisal form setting forth the reasons. Such form will be presented to the employee and a copy placed in the employee's personnel file.

7005.3 Termination of Employment

Employment can be terminated, in accordance with the applicable law, under the following terms:

- mutual agreement of the employee and the School;
- unilateral termination by either party based on just cause;
- unilateral termination by either party with prior notice;
- termination on the basis of a disciplinary infraction committed by the employee;
- other grounds in accordance with the applicable law.

7006 Conflict Management and Employee Grievance Procedure

The Board of Directors recognizes that a healthy workplace and effective personnel management require a conflict management framework that encourages informal dispute settlement and provide formal procedures for a prompt, impartial and fair hearing for an employee with a grievance. For any conflict or grievance, the goal is to reach an effective solution within a reasonable time period, beginning at the lowest possible level of administration. Proceedings should be kept informal whenever possible and confidentiality must be observed at all times. When a grievance is pursued by support staff, general procedures for such pursuit will be made known to the employee by his/her immediate supervisor or other supervisor or appropriate human resources manager who will also assist the employee as he/she moves through the procedures delineated in the Employee Handbook. Guidelines and protocols for grievances are stipulated in the Employee Handbook.

The School Director will, on a quarterly basis, provide to the Board of Directors a caseload report containing details on the number, nature, duration and outcome of handled grievances. (Updated March 2021)

7007 Overtime Pay

A support staff member who is asked to work beyond the established work hours identified in Mozambican Labor Law will be entitled to additional monetary compensation not less than the hourly rate established by his/her monthly salary. Additional work hours for support staff must have prior approval from the Supervisor and he/she will inform the Finance Director of all overtime payment on a monthly basis.

7007.1 Compensatory Time Off

Work outside normal business hours will be duly authorized by the Maintenance Supervisor. Such work will not result in payment of overtime if, by mutual agreement, work is compensated by an equivalent amount of time off, termed "compensatory time off". Compensatory time off will be arranged in advance to suit the convenience of the employee and administration

7008 Leave and Absences

The School recognizes that occasionally circumstances require employees to be absent from work. Accordingly, provisions are made for various leaves, including Sick Leave, Bereavement Leave, Maternity and Paternity Leave, Personal Leave, Leave Without Pay,

and Vacation Leave. Guidelines for such leave are set forth in Human Resources Manual. Absence from duty not specifically covered by other sections of Board policy will be considered unauthorized and pay will be deducted for the period of such absence.

Section 8

School Community Relations

8000 School Community Relations

The Board endorses and strives for open and transparent communication with all key AISM community stakeholders while recognizing the need for confidentiality and protection of private or sensitive information.

The Board supports an effective communication system through:

1. Dissemination of accurate, timely information about school policies, programs, procedures, achievements, decisions, and critical issues;
2. Explaining to the Association the rationale for Board and Administration decisions/actions.
3. Setting a tone of transparency, inclusivity and responsiveness, thereby contributing to an atmosphere where rumors and misinformation are minimized.
4. Promoting programs and practices that model openness and elicit ideas and input from all key stakeholder groups.
5. Promoting and modeling an environment in which all staff members are able and encouraged to proactively communicate AISM policies and other relevant information to students, parents, and the community.
6. Holding itself and the School Director accountable to respond promptly and directly to questions and queries received from Association members or other AISM stakeholders, in accordance with procedures outlined in BPM 1010.
7. Establishing and maintaining positive working relationships with the Government of Mozambique, and with communities in Maputo. (Updated February 2021)

8001 Communications, Publications and Information

The Board of Directors shall represent the School in all relations and interaction with the media and may delegate this authority to the School Director and/or individual Board Members. The Board of Directors recognizes the need for proper communication between and among students, parents, teachers, administration and the Board. To assist in achieving this objective, the following general procedures in policies 8011-8230 are recommended for all concerned parties.

8001.1 Teachers

Association member concerns relating to issues arising in school are usually best referred to the classroom teacher. Problems unresolved through a conference with the teacher or problems of a more general nature may be referred to the Principal, and if unresolved at that level, to the School Director. (Updated April 2021)

8001.2 School Director

The School Director is the executive officer of the Board of Directors and is responsible for the organization, operation, and administration of the total school program. Therefore, he or she is the normal channel of communication between the Board and the public. Questions about school policy shall be directed to the School Director.

Normally, communications directed to the Board shall be referred to the School Director for reply or action. It shall be the policy of the Board to refer all matters to the School Director for his or her recommendation prior to the Board decision.

8001.3 Board of Directors

Requests for changes in school policy and appeals from decisions made by the School Director shall be addressed to the Board. All communications to the Board shall be in writing, signed by the person(s) submitting the communication and shall be addressed to the Chairperson of the Board of Directors. Decisions about school policy shall be made only by the Board acting as whole in a regular, special, or executive meeting.

Other than answering simple questions of fact, the Board will not normally act upon any concern or request brought before the Board at the same meeting. Questions may be referred to the School Director for further investigation, or the Board may place the matter on the agenda for a subsequent meeting for discussion and action. The Board will generally receive communication and take under advisement without immediate action.

Members of the school community should bear in mind that the Board represents everyone in the community and that the views expressed by a few individuals may not result in Board action.

8001.4 Role of Parents

The open meetings of the Board are open to parents or other interested persons. Undue interruption or other interference with the orderly conduct of any meeting will not be tolerated. Abusive remarks are always out of order and the Chair may terminate a speaker's privilege if she/he persists in improper conduct or remarks.

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

8002 Parent Involvement in Decision Making

The Board of Directors promotes parent participation in the affairs of the School and believes such participation is essential if the School is to maintain the high level of educational excellence our students deserve. All parents are encouraged to express their ideas, concerns, and suggestions to the School Director, the staff and the Board of Directors.

To enable parents to share in the responsibility for the operation of the School, a Parent/Teacher Association functions through an executive board.

The Board shall invite (but not require) the PTA to submit a report at each open Board meeting.

To support enhanced coordination and communication, the PTA may organize regular meetings or events for parents to share their priorities for school improvement, exchange ideas, discuss concerns and brainstorm possible solutions to challenges. At the discretion of the PTA leadership, such events may include an open forum meeting open to all AISM Association members on a regular basis. Pertinent points from such discussion may be shared with a designated PTA Liaison on the Board, or with the full Board at the subsequent open Board meeting. (Updated March 2021)

8003 Staff Involvement in Decision Making

The Board of Directors encourages employee participation in decision making by promoting

staff involvement in:

- Development of school policies, rules and procedures
- Development of curriculum
- Selection of instructional materials
- In-service planning
- Budget planning
- Facilities planning

The School Director will develop appropriate channels for the exchange of ideas and will weigh carefully staff recommendations, especially recommendations provided by groups designated to represent large segments of the staff, and shall inform the Board of all such counsel in presenting recommendations for Board action. When appropriate, staff members may participate on Board Committees.

The School Director (SD) shall ensure the creation and facilitate the ongoing operation of a representative consultative body of AISM faculty (Teacher Voice Council or its equivalent, hereinafter “the body”). The body should strive to be as inclusive as possible. Terms of Reference, nomination and election processes will be established by teachers in consultation with the SD. The body will meet regularly with the SD and with the larger teacher cohort on a schedule determined jointly by the parties. On its own initiative or at the request of the Board, the body may also provide reports to the Board.

Ultimate decision-rights and responsibility for administrative issues remains with the School Administration. To help ensure that teachers’ voices are heard and considered, the representative faculty body shall be consulted in the formulation of proposals and initiatives presented to the Board that directly impact teachers.

In addition, the School Director shall ensure the creation and facilitate the ongoing functioning of a Personnel Advisory Committee (PAC) or its equivalent to represent non-teaching AISM staff. Terms of Reference, nomination and election processes for the PAC will be established by the staff in consultation with the SD. The PAC will meet regularly with the SD, with the larger staff cohort and with the representative teacher body on a schedule determined by the parties. The PAC may provide reports to the Board as requested by either Party. The PAC will be consulted in the formulation of proposals to the Board concerning non-teaching staff. (Updated April 2021)

8004 Student Involvement in Decision Making

The Board of Directors believes that students should have appropriate levels of opportunity to take responsibility for their own learning. Learning to participate constructively in group decision making is an important growth process; therefore, students will be encouraged to contribute to the development of educational policies and regulations that affect them directly.

In general, such participation is best channeled through class or school organizations, such as student councils which offer practice in self-government and serve as a forum for the expression of student ideas. Students may also be asked to serve on advisory committees from time to time. The Board will consider student opinions in setting policies that directly affect student programs, activities, privileges, and responsibilities. However, the authority to govern the School, consistent with the statutes and in the best interest of the School, remains with the Board of Directors and the School Director.

8005 School Publicity

No staff may grant an interview or discuss any type of information about the School with external agencies or the news media without approval from the School Director. Similarly, community requests for the performance of AISM students on behalf of the school shall be referred to the School Director for prior approval. The School Director shall clear with the Board Chair any press release and/or official articles prior to release.

8006 Relations with the Host Country Government

The Board of Directors shall work to develop positive relations between the School and the Government of Mozambique and its agencies. Although the government exercises no direct control over the educational policy and curriculum of the School, the Board shall foster positive relationships with educational authorities in Mozambique.

Where the School is subject to the requirements of Mozambican law, these shall be fully observed. AISM employees and students will be urged to respect the laws and customs of Mozambique.

8007 Relations with the Local Community

The Board of Directors shall also work to develop positive relations between the School and the local community in Mozambique. The School Director will ensure that the curricular and co-curricular programs promote opportunities for:

- local residents to access the School's facilities where appropriate and in line with the rules and procedures governing use of facilities;
- AISM students to interact and build connections with the local community that foster better understanding and appreciation of the people of Mozambique and their history, traditions and culture.

(Updated April 2021)

8008 Relations with Regional and International Associations of Schools

The School shall maintain membership in regional and international associations of schools for the benefit of the students, teaching staff, administrators and board members. Students should be afforded opportunities to interact with students in other international schools through various types of activities, such as sports tournaments, Model United Nations, the arts, community service, etc. Likewise, teachers, administrators and board members are encouraged to participate as conferees or presenters in conferences, workshops, and other similar opportunities which promote the sharing and development of sound educational programs.

8009 Relations with Accrediting Agencies

It is the policy of the Board of Directors to maintain accreditation through a recognized U.S. accrediting agency and authorization from the International Baccalaureate Organization to ensure the highest possible standards for quality education. The School will conduct the required self-evaluation processes in order to maintain status as a U.S. accredited and IB authorized school. Furthermore, the Board promotes the involvement of AISM professional staff in the evaluation of other international schools as a means to support the accreditation and authorization process and to enhance AISM education programs as well.

8010 Membership in Professional Organizations

The Board of Directors recognizes the need for the School to retain active membership and subscription to a variety of appropriate professional organizations. Such organizations must have clearly defined resources and/or activities that can lend support to the School's pursuit for high academic standards, enriched curriculum and a quality instructional program. Budgeted money in support of the School's participation in professional organizations shall

be ensured annually.

8011 AISM Scholarship Program Policy

The AISM Scholarship Program has been created to provide educational opportunities to Mozambican students of secondary school age who would not otherwise be able to attend the school. The competitive, merit and needs-based program will award scholarships to selected Mozambican students who meet all AISM admission and Selection Committee requirements. Applications will be accepted annually from students demonstrating a high level of academic and personal achievement in their current environment. It is anticipated that two scholarships will be awarded annually, based on fund availability.

The selection process will use a holistic approach in the assessment of applicants, taking into account academic and personal achievements and potential. Applicants who are selected in the initial screening will be required to pass both English language and mathematics tests. Short-listed candidates will be invited for a personal interview. The program will identify students for admission no later than the month of May in any year prior to their enrollment in August of the same year. This transition period will enable a dedicated team of counselors and faculty to assess potential gaps and needs of the student prior to entry into the 10th grade, and for the student to participate in preparatory activities where warranted.

The Scholarship program is designed to support the academic as well as social and emotional development of the recipients for the three-year period of 10th through 12th grade. This support will create an overall "enabling environment" for the students to participate in all aspects of school life at AISM, and to succeed through to their graduation in the International Baccalaureate Program. The scholarship will cover tuition and all related costs; English language classes; school supplies including books; bus transport; school lunches; counseling support; and class activities and field trips. An allocation for clothing and medical costs may also be considered, on a case by case basis, as required.

Tuition, fees and other support costs will be generated through donor support from corporate sponsors, businesses, foundations and individuals. Each award must be fully funded to cover the complete three year program before any scholarship is granted. Such funding must be placed in a special account monitored by the School Finance Department to ensure prudent fiscal management and guarantee that once students enter the program, no gap in funding will deny their continued presence in the school until they have graduated. The School Administration and the Board are responsible for conducting annual marketing and fundraising campaigns to sustain and grow the Scholarship Program.

8012 Access Control System and Video Surveillance

The AISM Board of Directors is committed to providing a safe and secure environment for students, staff and community members by reducing security risks through frequent assessments and maintaining an up-to-date comprehensive school safety program.

AISM uses an access control system and video surveillance (Closed Circuit TV) to ensure that only authorized people enter the school campus, particularly during the school day and at most school events and activities. The Board of Directors is committed to ensuring the privacy of all personal data collected for and through these systems, and the Director shall maintain appropriate controls for this purpose.